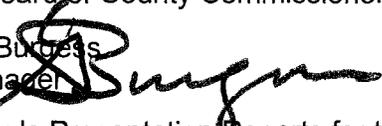


# Memorandum



**Date:** July 23, 2007

**To:** Honorable Chairman Bruno A. Barreiro and  
Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager 

**Subject:** County Boards Presentation Reports for the Governmental Operations and  
Environment Committee Workshop

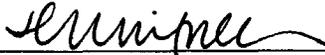
GOE  
WORKSHOP- SUNSET REVIEW  
Agenda Item No. 1

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As requested at the June 21, 2007 Governmental Operations and Environment (GOE) Committee workshop on County Boards, attached are the presentation reports that have been received from the Boards to date. The reports prepared by the Boards have been organized and grouped consistent with the presentation schedule for the July 23, 2007 GOE Committee Workshop.

Board representatives have been notified by the Clerk of the Board of this workshop and the presentation schedule.

Attachments



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Jennifer Glazer-Moon, Director  
Office of Strategic Business Management

cmo17707



**AIRPORT AND TOURISM COMMITTEE**



**MIAMI INTERNATIONAL AIRPORT (MIA)  
NOISE ABATEMENT TASK FORCE (NATF)  
STATUS REPORT.**

**JULY 2007**

## **BOARD'S MISSION:**

The purpose of the Noise Abatement Task Force is to discuss, evaluate and recommend alternatives to reduce aircraft noise impacts on the areas surrounding MIA. However, actions taken by the committee are only advisory in nature; the County makes the final decision on implementing suggestions.

The Task Force is represented by a wide spectrum of interested groups including, but not limited to airport representatives, elected officials, concerned community members, airline representatives, airline pilots and Federal Aviation Administration (FAA) Air Traffic Control Tower (ATCT) personnel.

## **MOST RECENT ACCOMPLISHMENT:**

The most recent accomplishment happened in Mid. 2006 when the FAA issued MDAD a Finding Of No Significant Impact (FONSI), and a Record of Decision (ROD) for Phase I of the Operational Noise Mitigation Procedures Environmental Assessment (EA) for MIA. The FAA started the implementation of these new procedures on March 15, 2007.

The purpose of the Proposed Federal Action described in the EA was to achieve the objectives of the NATF by implementing the requested flight procedure changes developed during the NATF process.

In fulfilling its environmental responsibilities in this case, the FAA determined that the preparation of an EA for the Proposed Action (the implementation of noise abatement procedures) was necessary. The EA was prepared to disclose impacts to the human and natural environments resulting from the Proposed Action, to determine if any potential impacts are significant, and to determine whether an Environmental Impact Statement (EIS) was needed.

The EA was prepared in accordance with the directives and guidelines set forth by the Council on Environmental Quality (CEQ: 40 CFR Parts 1500 – 1508), the Department of Transportation (DOT Order 5610.1), and FAA Order 1050.1D – Policies and Procedures for Considering Environmental Impacts (December 5, 1986 amended June 14, 1999).

Meetings of the NATF resulted in the identification of the noise issues to be addressed in the EA and the establishment of goals for the noise abatement program. These goals included: (1) the reduction of departure activity to the east particularly at night; (2) the reduction of dispersion of low altitude aircraft departure turns during west flow; (3) the reduction of the dispersion of aircraft arrivals and departures east of the Airport; and (4) the redirection of aircraft over non noise sensitive areas in the vicinity of the barrier islands for both west flow arrivals and east flow departures at MIA.

With these goals established, coordination began with representatives of the FAA's ATCT at the Airport, and initial noise mitigation measures to address the goals were developed. Monthly or bi-monthly meetings were held with the NATF to gain input as the overall noise mitigation plan was developed. As input was received and initial

**Page # 2**  
**MIA NATF Status Report**  
**Continued**

analyses reviewed, adjustments to the plan were made to reflect input from the NATF and the FAA's ATCT. The procedures associated with the plan were discussed with the NATF, revised and submitted to the FAA for review. The East Flow procedures were subjected to 180-day tests to determine if the procedures could be implemented in a safe and efficient manner by the ATCT at MIA.

The patterns of land use around an airport provide guidance for the design of arrival and departure routes and flight procedure for noise abatement purposes. By directing aircraft over more compatible and less populated areas such as commercial, industrial and vacant lands or over bodies of water, noise impacts on the community can be reduced. Turning or rerouting aircraft when possible, to avoid residential and other noise sensitive areas is an accepted method for achieving noise abatement. In addition, modifications of runway use can also be made to reduce noise exposure.

MIA is surrounded by dense urban development to the east, north, and south. To the west, industrial commercial and undeveloped areas dominate the landscape. Because of prevailing east winds, the large majority of aircraft arrivals and departures currently take place in an east flow at the Airport. This places the noisier departing aircraft over the more densely populated areas east of the Airport. In addition, options for altering current procedures are limited by aircraft operations at nearby airports and en route air traffic activity. These land use and operational constraints limited the opportunities available for considering mitigation options.

Given these constraints, the NATF process identified a series of four traffic procedural modifications designed to reduce overall community noise by directing aircraft, to the extent practicable, away from sensitive land uses and over areas that are more compatible with aircraft noise. The procedures represent the consensus of recommendations by both the NATF and MDAD and the approval of the Miami ATCT.

A brief description of the implemented flight procedure changes are presented below.

**1) Modification of West Flow Departure Procedures (Day and Night)**

This action involves the modification of west flow departure flight tracks during both daytime and nighttime hours at MIA for heavier turbojet aircraft including air carrier and air cargo type aircraft. The modification of flight tracks west of the Airport allows aircraft to avoid lower altitude flyovers of residentially developed areas to the southwest and northwest. This procedure would enable departing aircraft to gain altitude over predominately industrial and commercial land uses prior to making subsequent turns.

**2) Maximization of West Flow (Night)**

This action involves increasing the flow condition to the west during nighttime hours under calm wind conditions. With this action, flow to the west is proposed to increase from its current 27 percent of nighttime operations to 50 percent. This procedure would allow more of the noisier departure activity to occur over predominately compatible land located west of MIA and reduce noise exposure to residential areas east of the Airport.

**3) Modification of East Flow Departure Procedures (Night)**

This action involves modifications to existing departure headings during east flow conditions at night. The proposed modifications include the establishment of alternative headings from Runways 8L, 8R, 9 and 12 to reduce noise exposure. The modification of these headings is intended to reduce the noise exposure over noise sensitive areas of Miami Beach, Key Biscayne, and other beachside communities.

**4) Establishment of West Flow Charted Visual Approaches (Day and Night)**

This action increases west flow arrival altitudes through the establishment of Charted Visual Approaches for both daytime and nighttime conditions for Runways 26R, 26L, 27 and 30. These procedures will reduce overflights of turbojet arrivals on most of the areas of Miami Beach, Key Biscayne, and Biscayne Bay. (Note: This action has not yet been implemented by the FAA, but is under design by the FAA).

**ACCOMPLISHMENTS SINCE INCEPTION:**

In response to Noise Complaints of excessive ramp noise expressed by the Task Force members representing neighborhoods in close proximity to MIA (i.e, Virginia Gardens and Miami Springs), MDAD Noise Officers patrol MIA's airfield to enforce noise abatement procedures for aircraft maintenance engine testing and run-ups.

In cooperation with MDAD and the Task Force, the Federal Aviation Administration (FAA) instituted a 180 day test for the proposed east and west flow air traffic procedure changes to assess their noise impact on local communities.

Under the direction of the Task Force, an Operational Directive outlining noise abatement procedure profiles for aircraft weighing 65,000 lbs or more was issued to pilots using MIA.

In cooperation with the Task Force, MDAD purchase and installed a radar tracking and aircraft noise monitors in strategic locations throughout Miami-Dade County.

**Page # 4**  
**MIA NATF Status Report**  
**Continued**

The Task Force worked with MDAD staff to publish a Newsletter for distribution to homeowners, and the general public.

Under the recommendation of the Task Force, MDAD purchased and installed Real Contours, a new automated software that creates noise contours base on actual aircraft operations. Because all of the operations are modeled, there is no longer a need to make assumptions about aircraft fleet mixes, flight tracks, flight track dispersion, time of day splits, runway utilization, or weather conditions.

**ANTICIPATED/POSSIBLE FUTURE PROJECTS:**

Phase II Operational Noise Mitigation Procedures for MIA.  
School Noise Insulation Program (SNIP) for Miami-Dade County Public Schools.  
Additional section of the NW 36<sup>th</sup> Street Noise Wall.  
Development of Precision Departure Procedures.



**OPA-LOCKA EXECUTIVE AIRPORT (OPF)  
NOISE ABATEMENT TASK FORCE (NATF)  
STATUS REPORT.**

**JULY 2007**

## **BOARD'S MISSION:**

The purpose of the Opa-locka (OPF) Noise Abatement Task Force is to bring together operators, community, Federal Aviation Administration and Miami-Dade County Aviation Department (MDAD) personnel to discuss, evaluate and recommend alternatives to reduce off-airport noise impacts.

## **RECENT ACCOMPLISHMENTS:**

During the last twelve (12) months the Opa-locka Noise Abatement Task Force has met every three (3) months for the purpose of obtaining updates of Noise Mitigation efforts, and to discuss with airport operators and community representatives new issues, and aircraft noise related problems.

A Pilot Handout / Jeppesen type chart was developed to inform pilots of all recommended noise abatement procedures at OPF.

A permanent Noise Monitor was installed east of OPF within the Town of Miami Lakes.

## **ACCOMPLISHMENTS SINCE INCEPTION:**

### **Noise Mitigation Evaluation**

The Opa-locka Noise Abatement Task Force and Miami-Dade Aviation Department evaluated a series of operational noise mitigation procedures for OPF. During this evaluation, issues were identified, baseline noise conditions were established and potential operational noise abatement procedures were evaluated.

As part of the procedures evaluation, coordination occurred with the OPF Noise Abatement Task Force as well as representatives of OPF area communities, MDAD, and airport users. In addition meetings with Air Traffic Control Tower (ATCT) personnel were held to aid in determining existing air traffic data such as operational activity, time of the day/night of activity; departure, arrival and touch-and-go procedures; current noise abatement procedures (including formal and informal operational agreements); noise complaint data and similar information to establish the existing condition.

During preliminary meetings a total of twenty-one (21) noise abatement procedures were developed for initial evaluation. A base case (No-Action Condition) was developed which represented the noise exposure occurring around OPF without any operational procedural changes. Each of the 21 Noise Mitigation Procedures were then compared with the no-action condition in terms of total population affected, minority and low income population affected, noise exposure/land use compatibility.

After all 21 noise mitigation procedures were evaluated a meeting of the Opa-locka Executive Airport Noise Abatement Task Force was held to discuss each of the

**OPF NATF STATUS REPORT**

Continued

procedures and to collectively recommend those procedures that would be incorporated into a comprehensive Fly Neighborly Program at OPF.

The procedures recommended included ones that provided a noticeable reduction in noise exposure on the population surrounding the airport. At the conclusion of the process five (5) of the twenty one (21) procedures were recommended for implementation and incorporation:

- Procedure 1: Encourage the Maximum Use of Runway 12-30 Daytime.
- Procedure 2: Continue to encourage the Maximum Use of Runway 12-30 at Night.
- Procedure 4: Encourage the Voluntary Relocation of Flight Training Activity to Opa-locka West Airport (Day & Night). (Airport now closed).
- Procedure 9: Encourage the maximum Use of Route 9/I-95 Corridors for Easterly Departures (Day & Night).
- Procedure 13c: Encourage the Use of “Close-In” FAA Departure profiles (Jet aircraft).

**Developed Posters:**

Posters were developed to encourage all OPF operators to utilized all five procedures recommended by the Noise Abatement Task Force.

**Nose Monitor Newsletter:**

A newsletter was developed for Opa-locka Airport describing proposed noise abatement procedures and other pertaining airport news.

**Permanent Noise Monitors:**

A noise monitor was installed east of OPF, within the City of Opa-locka, and two (2) monitors west of OPF, one (1) within the Town of Miami Lakes and the other in close proximity to the airport.

**Maintenance Posters:**

A good neighbor poster was developed informing operators of aircraft maintenance restrictions (Idle runs).

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**OPF NATF STATUS REPORT**

Continued

**ANTICIPATED FUTURE PROJECTS:**

Additional Permanent Noise Monitors.

Helicopter Noise Abatement Procedures.

Establishment of precision departure procedures.

## Dial-A-Life Advisory and Oversight Board Presentation

### Board's Mission

- The Dial-A-Life Program Advisory and Oversight Board was created to oversee the collection and distribution of donated cellular telephones and to report to the Board of County Commissioners the status and progress of the Dial-A-Life Program.
- The Board is serving its purpose by continuously establishing guidelines and application procedures for eligible recipients consistent with the requirements according to Ordinance #01-115 and reporting its progress to the Board of County Commissioners.
- The Board also serves community needs by overseeing the collection of used, disconnected digital cellular telephones that are reprogrammed and distributed to eligible at risk Miami-Dade County residents to call 9-1-1 for emergency assistance.

### Board's Performance Measures

- None established.

### Accomplishments for Past Twelve Months

- Over the past twelve months, 2,057 telephones were collected; 1,389 of these telephones were distributed and 668 broken telephones were discarded. Sixty-one collection centers and eight distribution centers have been established; nine collection drives and 24 distribution events were held to assist with the collection and distribution of telephones.
- Enhancements made to the Dial-A-Life web application to improve tracking of telephones and provide additional reports.
- Dial-A-Life Program Annual Recognition Event held on December 7, 2006 in the Board of County Commissioner to recognize organizations, individuals, etc. who have partnered with the program.
- Dial-A-Life Program information added to 2-1-1 (Children Trust) database.
- The 2007 Sunset Review Report was approved by Board of County Commissioners on May 8, 2007.
- The following amendments were made to the Dial-A-Life Program Ordinance:
  - An additional seat, a representative of a community based organization dedicated to supporting families with at-risk or disabled children has been added to the Board.
  - The number of required board meetings has been reduced from four to three per year.
  - The board meeting quorum requirements have been reduced to the majority of ten sitting board members present, to only three of the duly appointed and sitting members.

- Additional board seat, a representative of a community based organization dedicated to supporting families with at-risk or disabled children, was filled.
- Vacancy on board (Domestic Violence Oversight Board representative).

#### Accomplishments Since inception

- Since the inception of the Dial-A-Life Program, 6,194 telephones have been collected, 3,580 telephones distributed and 2,614 telephones discarded (broken). 105 collection centers and 33 distribution centers have been established to assist with the collection and distribution of program telephones.
- Dial-A-Life Program kickoff was held at Palmer House, the first distribution center for the program. During the kickoff event, thirty telephones distributed to the residents.
- To bring awareness to the program "Help them Dial-A-Life" posters and fliers were created and distributed throughout Miami-Dade County.
- Established program distribution and collection centers and trained representative on collection and distribution process.
- Donor and Recipient forms were created to track collection and distribution of program telephones and distributed to collection and distribution centers throughout Miami-Dade County.
- Dial-A-Life collection bins and adhesive logos (to place on bins) were purchased and distributed to collection centers throughout Miami-Dade County.
- An additional seat, Enterprise Technology Service Department representative was added to the board.
- A Dial-A-Life database was created to monitor and track telephone collection and distribution.
- Trust Fund established.
- Dial-A-Life Program marketing re-launch campaign approved by board in February 2005; focusing on collection of telephones for the program.
  - Comcast aired Dial-A-Life Program public service announcements as in-kind service (valued at \$60,000.00) to bring additional awareness to the program.
  - A new campaign slogan "Your Donation. Their Salvation, Dial-A-Life" was created and new Dial-a-Life posters and tent cards created and distributed throughout Miami-Dade County.
  - A "Power-A-Thon" telephone collection drive held at Dolphin Mall on February 12, 2005, (a total of 607 telephones were collected in a new program collection bin built by GSA). The bin is currently located in the SPCC lobby for telephone collection.
  - Established new telephone number (305) 375-DIAL (3425) for the program, these calls are answered through the 3-1-1 Call Center.
  - Revised Dial-A-Life Program donor and recipient forms.

- A Dial-A-Life Program website was created, by Miami-Dade Government Information Center, to further advertise and enhance accessibility to information regarding the program.
  - Purchased and secured internet website domain names (dialalife.com, dialalife.org and dialalife.net).
- 
- A Dial-A-Life web application was created by General Service Administration to replace the existing database and to improve the monitoring and tracking of program telephones.
  - Dial-A-Life Program Annual Recognition Event was held on December 8, 2005; in the Board of County Commission Chambers to recognize organizations and individuals that have partnered with the program.

#### Anticipated Future Accomplishments

- Conduct marketing re-launch with focus on telephone distribution.
- Create new campaign slogan targeting telephone distribution.
- Create new posters and palm cards targeting telephone distribution.
- Conduct a distribution campaign kickoff at a new distribution center.
- Continue to conduct Dial-A-Life Program presentations; focus on distribution center partnerships and encourage continued collection center partnerships.
- Create partnerships with various organizations to conduct telephone distribution at community events (similar to current partnership with Miami-Dade Fire Rescue).

#### Additional Comments

- None



## **FILM AND ENTERTAINMENT ADVISORY BOARD**

Although it has just begun its work after a 3 year hiatus, the Miami-Dade County Film and Entertainment Advisory Board has recognized several of the major issues confronting the film and entertainment industry and has held meetings to discuss those issues and possible solutions/recommendations that might be put forward. The Board has created two sub-committees – one to deal with Industry Development growth issues; and the other to consider strategies for industry Community Building, to create a more cohesive industry group; and the Board has also discussed issues such as wind storm insurance for productions, location filming incentives, financing alternatives for locally based productions, and a possible media arts center initiative.

The Board's major accomplishment in the past 24 months has been to re-establish itself, elect a new chair and vice-chair, and to organize itself into committees to discuss industry issues. The Board has supported the new State film incentive legislation, and has co-hosted with the Greater Miami Chamber's Creative Industries committee its first industry-wide networking event. The Board is working with the Miami International Film Festival to support that important event with several initiatives including educational seminars. The Board has also begun discussions about the creation of the Miami Film Fund to support the work of local indigenous artists.

In the past, this Board has worked with the BCC and Mayor's Office, and with the Office of Film & Entertainment on such initiatives as One Community One Goal and many other state and local policy matters affecting the industry. The Board was engaged on the Crandon Park Master Plan, the movement of the Office of Film & Entertainment to the Miami-Dade Mayor's Office, on industry surveys, workshops, seminars, economic development reports and marketing initiatives.

The Miami-Dade County Film and Entertainment Advisory Board serves as an important focal point for the growth of the film and entertainment industry in Miami-Dade County, with its members representing a diverse cross section of various industry sectors. Together, their expertise helps the County formulate better decisions and create new initiatives to invigorate industry growth, create jobs, and generally improve the overall economic climate of Miami-Dade County.



## **MIAMI-DADE COUNTY TOURIST DEVELOPMENT COUNCIL**

### **Government Operations and Environment Committee Workshop July 23, 2007**

#### **Section 1: Board's Mission**

The Tourist Development Council (TDC) provides support to promote Miami-Dade County's appeal as a tourist destination by sponsoring tourist-oriented sports events, cultural and special events (visual and performing arts, including theater, concerts, recitals, opera, dance, art exhibitions, festivals and other tourist related activities) and television origination projects.

#### **Section 2: Board's Performance Measures**

The following are the TDC's key performance measures:

- **Fulfill the Requirements of the State Statute**

The TDC is a nine (9) member volunteer board established pursuant to Florida State Statute Section 125.0104 and as required by law, meets on a quarterly basis. Administrative support for the TDC and its programs is provided by the Miami-Dade County Department of Cultural Affairs.

- **Invest Tourism Revenues in Events and Programs that Develop Miami-Dade's Attractiveness as a Tourism Destination**

The TDC evaluates eligible requests for support presented to it on the basis of published guidelines, application forms and deadlines for each quarter of the fiscal year. Consistent with its tourism-supporting mission and its establishing State Statute, the TDC utilizes its announced grants criteria to assess the impact of events and programs in promoting Miami-Dade County as a visitor destination, including the amount of anticipated media coverage, nationally and internationally, the effectiveness of the proposed marketing strategy, and the financial viability of the event's presenter(s).

- **Ensure the Accountability And Effectiveness of Its Tourism Investments**

Each event and program supported by the TDC is funded via a grant agreement that stipulates concrete reporting requirements, eligible uses of TDC/County funds, and clear objectives for promoting and marketing Miami-Dade County as an attractive destination to visit. The submission of reports and paid invoices is required to substantiate grant payments and to provide tangible evidence as to the promotion and advertising being accomplished on behalf of the County, the broad reach of programs locally, nationally, and internationally, and the impact of funded activities on the local tourism industry.

### **Section 3: Accomplishments for Past Twelve Months**

As of June 14, 2007, a total of 114 applications were submitted to the Tourist Development Council requesting funds for events taking place from October 1, 2006 through September 30, 2007. Of the 114 projects submitted for review, 105 events were funded and a total allocation of \$925,130 was awarded by the TDC. Grant requests totaled \$2,093,650 and grant awards ranged from \$2,500 (awarded to Community Arts and Cultural, Inc. f/a Phulorida Bhangra, Inc. for *South Beach Bhangra 2007*) to \$25,000 (awarded to South Florida Super Bowl Host Committee, Inc. for *Super Bowl 2007*).

### **Section 4: Accomplishments Since Inception**

Since its inception, the TDC has invested its annual appropriations in support of programs and projects which promote Miami-Dade County tourism by sponsoring tourist-oriented sports, cultural and special events such as visual and performing arts including theater, concerts, recitals, opera, dance, art exhibitions, festivals and other tourist-related activities. Key accomplishments include:

- **A Destination with a Non-stop Calendar of Cultural and Special Events**

TDC investments have contributed significantly to Miami-Dade's attractiveness as a distinctive tourist destination, one which possesses an active, year-round calendar of interesting and unique activities, with world class venues and cultural institutions, and a caliber of programmatic offerings characterized by artistic excellence and popular appeal.

- **A Close Working Partnership with the Greater Miami Convention & Visitors Bureau**

The Greater Miami Convention & Visitors Bureau and the TDC work hand-in-hand to promote the destination with the Bureau functioning as the sales and marketing arm and the TDC serving as the events developer. Examples of the successful collaboration with the Bureau include: 1) Bureau staff serve as members on the TDC Subcommittee that performs the preliminary review of all funding applications; 2) the TDC and the Bureau pool their resources to help attract major conferences and events to Miami-Dade (e.g., this year, these included the 2007 Annual Meeting of the American Choral Directors and the Super Bowl); and 3) the Bureau has provided a \$25,000 increase to the TDC's annual events budget each year for the past decade.

- **A Public Nominations Process for TDC Membership**

The State Statute and County Ordinance establishing the TDC do not set forth a specific nominations process to address expired terms and vacancies of TDC board members. In addition, neither the State Statute nor the County Ordinance prescribes

term limits for TDC members. In 2005, the TDC established a public nominations process and staggered terms of four years for members.

- **The Growth of Tourism in Miami-Dade County**

The importance of supporting and promoting diverse and high quality tourism-generating events and programs can be seen in their positive impact on Miami-Dade's image as a premiere tourist destination. The steady annual growth in Miami-Dade's tourism figures and the international reputation the County has earned as a culturally rich, dynamic and exciting place to visit are evidence of the effectiveness of this ongoing work.

**Section 5: Anticipated Future Accomplishments**

- Continue to utilize TDC resources to provide incentives to attract more "shoulder season" events to serve as catalysts to encourage more summer tourism trade.
- Convene jointly with the board of the Miami Beach Visitor & Convention Authority to compare investment strategies for supporting tourism-generating events and programs and to expand collaborations.
- Implement the 2007-2008 TDC public nominations process for the terms scheduled to expire at the end of 2007.
- Work with the Greater Miami Convention & Visitors Bureau and the Department of Cultural Affairs to produce and distribute through in-room hotel television channels the next set of promotional television programs focusing on the County's performing arts activities. This expands upon the award-winning "M-List" series produced on the area's museums.

**Section 6: Additional Comments**

The Tourist Development Council is comprised of nine individuals with extensive experience and expertise in the visitor industry. The current TDC members and their categories of membership as required by State Statute are:

**Board of County Commissioners**

Commissioner José "Pepe" Diaz, Miami-Dade County

**Elected Municipal Officials**

Commissioner Matti Herrera Bower, City of Miami Beach

Commissioner Angel Gonzalez, City of Miami

**Owners/Operators of Hotels or other Tourist Accommodations**

Stuart L. Blumberg, Greater Miami & The Beaches Hotel Association  
President/CEO

Gino Caliendo, Hyatt Hotels & Resorts, General Manager

George Cozonis, Sonesta Hotel & Suites Coconut Grove, General Manager

**Involved in Tourist Industry**

Ada Llerandi, Volunteer and Former Hotelier

William Perry, Miami International Airport, Worldwide Concessions

Carmen Corvois-Roig, Carnival Cruise Lines, Business Development Director

**BUDGET AND FINANCE COMMITTEE**



## **BISCAYNE GARDENS MUNICIPAL ADVISORY COMMITTEE**

**1. Board's Mission**

As per Ordinance 04-142, The Biscayne Gardens Municipal Advisory Committee (BGMAC) is charged with reviewing the possible incorporation of the Biscayne Gardens area, and preparing an advisory report addressing the results of the study prepared by County staff as well as incorporation concerns of the Board of County Commissioners and the manner in which those concerns may be alleviated if the area is incorporated as a new municipality.

**2. Board's Performance Measures**

No specific performance measures exist for the BGMAC

**3. Accomplishments For The Past Twelve Months**

The BGMAC has been creating a proforma budget for a proposed municipality in the Biscayne Gardens area.

**4. Accomplishments Since Inception**

The BGMAC and the Biscayne Gardens community have been educated as to the cost and the provision of municipal services.

**5. Anticipated Future Accomplishments**

The BGMAC is expected to complete a proforma budget for a proposed municipality in the Biscayne Gardens area, and prepare the required advisory report for the Board of County Commissioners.

**6. Additional Comments/Cost**

The cost to operate the BGMAC in FY 2005-06 was approximately \$4,600, consisting entirely of County salary and fringe benefits.



**CSBE ADVISORY BOARD**

## **CSBE Advisory Board 2007**

### **Mission:**

The CSBE Advisory Board was created for the purpose of providing general program oversight and assisting the Department of Business Development (DBD) in tracking and monitoring the results and effectiveness of the CSBE Program.

### **Performance Measures:**

The CSBE Advisory Board's performance measures are the same measures dictated by Miami-Dade County Ordinance 97-52, the Community Small Business Program. In the ordinance, the County is required to assure that a minimum of 10% of dollars spent on construction projects are sheltered for CSBEs. Accordingly, on a monthly basis, the Board reviews all projects awarded by the County. The dollar amount of the awards and the corresponding dollars set aside for CSBE participation are included in the reporting. In addition, the Board also requires all firms working as Construction Managers (CMs) on projects valued greater than \$25million to present quarterly reports and be available for questions and answers at regularly scheduled meetings. The Board is vigilant in monitoring the 10% objective is maintained.

In addition to the 10% objective, the Board is also strongly interested in the Financial, Bonding and Technical Assistance Programs. In spite of the County's delay with providing funds, these three programs are progressing.

### **Accomplishments:**

- Last 12 months
  1. The Board recommended amending change to the CSBE Ordinance to permit Set Aside Level II's to bid on County projects \$50,000 and up. The Board has directed staff to finalize language for submittal to the Board of County Commissioners.
  2. The Board recommended amending change to the CSBE Ordinance to increase the size standards in anticipation of increasing the number of CSBE firms. This recommended change was accepted and implemented.
  3. The Board monitored and reviewed the CSBE participation for large Construction Management (CM) type contracts on a quarterly basis for the following projects: Performing Arts Center (PAC), Seaport, Airport and Jackson Memorial Hospital (JMH).

- Since Inception – Board Recommended Amendments

**97-158 - 9/23/97 (Amendment)**

- allows program participants to be categorized in more than one type of construction and
  - allows program participants to have bonding capacities in excess of \$3 million
  - requires challenges to subcontractor goals be filed 10 days prior to scheduled bid opening dates
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=973038&file=false&yearFolder=Y1997>

**99-31 - 3/18/99 (Amendment)**

- provides for second, third and fourth tier subcontractor goals
  - adds North American Industry Classification System (NAICS)
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=990024&file=false&yearFolder=Y1999>

**00-17 - 2/8/0097 (Amendment)**

- addresses contracts for CM@Risk
  - provides definitions, implementing standards and creating procedures
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=000251&file=false&yearFolder=Y2000>

**01-65 - 3/20/0197 (Amendment)**

- establishes CSBE participation goals on individual trade packages where a CM@Risk is being utilized
  - establishes CSBE participation goals on environmental services agreements where construction tasks are involved.
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=010173&file=false&yearFolder=Y2001>

**01-158 - 9/25/0197 (Amendment)**

- increases the CSBE certification size standards and contracting participation levels
  - requires bidders to submit a Schedule of Intent Affidavit
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=011828&file=false&yearFolder=Y2001>

**02-29 - 2/26/0297 (Amendment) (prepared by OIG)**

- requires construction contracts to which CSBE trade set-aside or subcontractor goals have been applied to provide penalties and interest for failure to comply with prompt payment provisions
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=020519&file=false&yearFolder=Y2002>

**03-121 - 5/6/0397 (Amendment)**

- adds definition for aggregate set-aside
  - clarifies language on CM@Risk contracts to conform to Schedule of Intent Affidavit procedures
  - authorizes aggregate set-aside of smaller construction contracts for bidding solely among qualified CSBEs
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=030513&file=true&yearFolder=Y2003>

**05-119 – 6/10/051829 (Amendment)**

- reduces contracting participation levels for Level II and Level III CSBE firms for bidding on specialty trade contracts above \$50,000
- adds definition for construction related trades
- eliminates the consultant responsibilities and expands the financial assistance services for the Surety Bond and Financial Assistance Programs

[http://www.co.miami-](http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=051829&file=false&yearFolder=Y2005)

[dade.fl.us/govaction/matter.asp?matter=051829&file=false&yearFolder=Y2005](http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=051829&file=false&yearFolder=Y2005)

**Anticipated Future Accomplishments:**

- To increase CSBE participation through innovative technology and fair business practices.
- To identify outside forces that inhibit the prosperity of the CSBE program and recommend changes.
- To strengthen and level the playing field for all CSBEs to equally compete for contract awards and participation.
- To work with SBA staff to identify and recommend stricter penalties for unscrupulous contractors.

**Additional Comments:**

No additional comments at this time.

**Attendance:**

Board membership as of March 31, 2007:

<b>Total Seats</b>	<b>Filled Seats</b>	<b>Vacant Seats</b>
<b>15</b>	<b>11</b>	<b>4</b>

<b>CSBE Board meeting dates 10/1/06-6/30/07</b>	<b>Quorum? (Yes/No)</b>
<b>Monday, October 16, 2006</b>	<b>No</b>

<b>Monday, November 20, 2006</b>	No
<b>Monday, December 18, 2006</b>	Yes
<b>Tuesday, January 16, 2007</b>	No
<b>Tuesday, February 20, 2007</b>	Yes
<b>Monday, March 19, 2007</b>	Yes
<b>Monday, April 16, 2007</b>	Yes
<b>Monday, May 21, 2007</b>	No
<b>Monday, June 18, 2007</b>	Yes

**CSBE Advisory Board  
Annual Cost Estimate**

Staff	Estimated average hours /month used for CSBE Board	Estimated Annual Cost/employee	Estimated Annual cost for supplies
Alecia Anderson	1.5	\$717.84	
Alice Hidalgo-Gato	8	\$5,624.64	
Allen Rigby	1.5	\$588.06	
Anthony Sanchez	3	\$756.36	
Armond Clay Hockman	20	\$8,916.00	
Harold Goldson	4	\$2,389.04	
James Vose Jr.	4.5	\$2,496.96	
Laurie Johnson	4	\$2,245.92	
Mario Santana	2	\$1,083.12	
Myrtle Richards	26	\$12,732.72	
Patrice King	17	\$7,370.52	
Rosella Dore	1	\$452.52	
Sabrina Riley	1	\$437.64	
Shantina Anderson	3	\$1,083.96	
Sharon Rylant	3	\$1,739.16	
Townesley Penelope	2	\$1,501.92	
Yvette Duval	1	\$460.08	
<b>Total</b>	<b>102.5</b>	<b>\$50,606.46</b>	
<b>Supplies</b>	<b>Estimated cost for supplies for CSBE Board</b>		
	Agenda (1 page)		\$300
	Meeting Minutes (5 pages)		
	Hot List Report (1 page)		
	Cerification Report (12 pages)		
	CSBE Utilization Report (5 Pages)		
	Bonding & Finance Report (1 page)		
	Tapes (1-3 per meeting)		

**Notes:**

1. 15-20 copies are made of each report. Each CSBE Board member and attendees received a report package.
2. The CSBE Board meets every 3rd Monday of the month from 1-4 pm.

## **Miami-Dade County Educational Facilities Authority**

### **Board's Mission**

The mission of the Miami-Dade County Educational Facilities Authority (the "Authority") is to assist institutions of higher learning within the County with an additional means to finance facilities and structures needed to maintain and expand learning opportunities and intellectual development.

**Bonds issued by the Authority do not constitute a debt, liability, nor a general obligation of the Authority, the County, the State of Florida, or any political subdivision of each, but are payable solely from the revenues of the Educational institution.**

### **Board's Accomplishments for the past twelve months**

Over the past twelve months the Authority successfully issued \$500,000,000 Miami-Dade County Educational Facilities Authority Revenue Refunding Bonds on behalf of the University of Miami for the purpose of financing certain projects at the University and refunding certain outstanding indebtedness of the University of Miami.

### **Accomplishments since inception**

Since its inception in October of 1969 the Authority has issued over \$1.4 billion dollars in bonds to assist institutions such as the University of Miami, Florida International University, St. Thomas University and Florida Memorial University with various projects on each respective campus.

### **Anticipated Future Accomplishments**

The Authority anticipates issuing approximately \$300,000,000 on behalf of the University of Miami (fall of 2007) for the purpose of purchasing Cedars Hospital.

### **Cost FY 05-06**

There is no operating budget associated with this Authority. The Authority receives staff support from the Finance Department/Division of Bond Administration and the County Attorney's Office. During FY 05-06 approximately \$15,000 in staff support time can be attributed to the Authority.

### **Additional Comments**

The Authority is a State mandated Authority operating pursuant to the Constitution and laws of the State of Florida, including the higher Educational Facilities Authorities Law, Chapter 243, Part 1 Florida Statutes and Ordinance No. 69-72.

The Authority only meets on an as needed basis.

## **Fisher Island Municipal Advisory Committee**

1. Board's Mission

Ordinance 05-185 created the Fisher Island Municipal Advisory Committee (MAC) to study the possibility and feasibility of incorporating the Fisher Island area.

2. Board's Performance Measures

No specific performance measures exist for the Fisher Island MAC.

3. Accomplishments For The Past Twelve Months

The Fisher Island MAC met three times in the last year. The MAC did not accomplish their incorporation study.

4. Accomplishments Since Inception

The Fisher Island MAC has held several meetings conducted by staff and County departments to discuss the issues of incorporation, services that the municipality will be responsible for and working on a municipal budget.

5. Anticipated Future Accomplishments

The Fisher Island MAC is expected to complete their incorporation report determining the feasibility of the Fisher Island area becoming a municipality.

6. Additional Comments/Cost

The cost to operate the Fisher Island MAC in FY 2005-06 was \$2,840.

## **Goulds Municipal Advisory Committee**

1. Board's Mission

As per Ordinance 04-148, The Goulds Municipal Advisory Committee (MAC) is charged with reviewing the possible incorporation of the Goulds area, and preparing an advisory report addressing the results of the study prepared by County staff as well as incorporation concerns of the Board of County Commissioners and the manner in which those concerns may be alleviated if the area is incorporated as a new municipality.

2. Board's Performance Measures

No specific performance measures exist for the Goulds MAC.

3. Accomplishments For The Past Twelve Months

The Goulds MAC has been compiling municipal service information in order to create a proforma budget for a proposed municipality in the area.

4. Accomplishments Since Inception

The Board held all scheduled meetings, attended all negotiating sessions with the Florida Conflict Resolution Consortium which led to successful boundary settlements between Goulds and Cutler Ridge (now Cutler Bay), held meetings with Miami-Dade County staff to present county services offered by the County, and publicly advertised meetings and efforts to engage sections of the community that were included in the extension of the Goulds MAC boundaries.

5. Anticipated Future Accomplishments

The Goulds MAC is expected to complete a proforma budget for a proposed municipality in the Goulds area, and prepare the required advisory report for the Board of County Commissioners.

6. Additional Comments/Cost

The cost to operate the BGMAC in FY 2005-06 was approximately \$2,300. This costs consists of County salary.



## INVESTMENT ADVISORY COMMITTEE

### BACKGROUND:

On May 19, 1998, the Board approved the establishment of the Investment Advisory Committee (IAC) under Resolution R-542-98 to act in an advisory capacity role for the purpose of improving the financial performance of the County's cash and portfolio management activities. The IAC shall be comprised of six (6) members balanced by ethnicity and gender as follows:

A representative from the

- 1) Clerk of the Courts;
- 2) Miami-Dade Finance Director;
- 3) Representative from OSBM;
- 4) Three members from the public/private sector to be selected by the County Manager and appointed for a minimum of a one year term.

All members shall be familiar with financial markets, treasury management, investment management, corporate financial management and general financial management. Also, they must not have been associated at any time with a firm currently doing business with the County as an investment banker, financial advisor or investment advisor. The Chairperson of the Committee shall be appointed by the County Manager.

#### Currently the members are:

*Martha Alcazar-Chair-Comptroller, Clerk of Courts*

*Willis Patterson, Assistant Controller, Finance Department*

*Charles Parkinson, Capital Coordinator, Office of Strategic Business Mgt.*

*Diane Cook, Vice President & Treasurer, University of Miami*

*George Joseph, President, Dade County Federal Credit Union*

*Sylvia Rojas, Treasurer, Miami Dade County School Board*

### MISSION:

Resolution R-542-98 states that the IAC shall meet at least quarterly to:

- a) review status and performance reports on the County's Investment Portfolio;
- b) make recommendations regarding investment strategies, current market trends, opportunities and risks in developing short and longer term investment strategies;
- c) advise on and recommend investment policies concerning the use and selection of legal investment alternatives;
- d) advise on and recommend on:
  - 1) performance monitoring methods;

- 2) cash flow projections, models;
  - 3) yield and cost rates performance;
  - 4) corporate banking services agreements;
  - 5) statutory and regulatory compliance.
- e) review and recommend implementation plans for the use of new investment techniques and methods; and
- f) issue any other recommendation related to cash management and investment which will improve and benefit the financial performance of the County's cash management activities.

### **ACCOMPLISHMENTS (Current and Future)**

Since the inception of the IAC, quarterly meetings were held and the portfolio results are reviewed and analyzed by the IAC members. Additionally, the Cash Management Consultant, First Southwest Co. is in attendance and reviews economic conditions as well as the portfolio to advise the IAC on current trends as well as compliance to the Investment Policy.

MIAMI-DADE COUNTY LIVING WAGE ADVISORY COMMISSION  
REPORT OF THE CHAIRMAN

July 12, 2007

Section 1.     Board's Mission

The purpose of the Living Wage Commission is to review the effectiveness of the Living Wage Ordinance, review certifications submitted by covered employers to the County, and to make recommendations to the Mayor and the County Commission regarding matters relating to the Living Wage Ordinance.

Section 2.     Board's Performance Measures

The Board on a quarterly basis reviews a report of all contracts awarded with Living Wage applicability and receives a report of contractors in violation of Living Wage provisions. These performance measures allow the board to gauge its effectiveness in ensuring that the Living Wage Ordinance is appropriately applied to all contracts for covered services as defined in the Ordinance.

Section 3.     Accomplishments for Past Twelve Months

The Living Wage Commission meets on a monthly basis to review reports and recommendations submitted by the Department of Business Development and the Public Health Trust and to provide policy guidance in the areas of compliance and administration. Some of the Living Wage Commission's accomplishments during the applicable year included, but were not limited to: Amendments to the governing legislation to refine health benefit requirements, including provisions for a Health Benefit Plan with standard health benefits meeting the requirements as set forth in State Statute 627.6699 (12) (a); increase the penalties for violators, and to expand the covered services to include in-warehouse cargo handlers; conducted four (4) workshops on the provision of health benefits relative to the living wages; overseeing the development and distribution of informational materials that would clarify the intent of the Living Wage Ordinance and define the responsibilities of the County, affected employers and employees.

Section 4.     Accomplishments Since Inception

Some of the Living Wage Commission's accomplishments include but are not limited to: submitting Needs Assessment Reports to the Board of County Commissioners with recommendations on improving the implementation of the Living Wage Ordinance; conducting workshops on the provision of health benefits relative to the living wage; overseeing the development and distribution of informational materials that would clarify the intent of the Living Wage Ordinance. As confirmed by a study conducted by professors from Florida

International University, impact of the LWO upon the community has proven substantially positive.

Section 5. Anticipated Future Accomplishments

The Board expects to continue to monitor and improve the effectiveness of the LWO so that the BBC intent of providing a living wage for workers who perform services for Miami-Dade County is further accomplished.

Section 6. Additional Comments

On behalf of the Miami-Dade Living Wage Advisory Commission, I would like to publicly express my sincere appreciation for the unwavering support the Miami-Dade Board of County Commissioners has shown the working poor in our community. The Living Wage Ordinance, first adopted by the Board in 1999, has positively affected a great number of working families according to a recent study conducted by Florida International University professors Bruce Nissen and Jen Wolfe Borum. The study revealed that the ordinance improved the lives of workers in almost every aspect, from providing attainable health care to improved housing. Unintended negative consequences from passage of the ordinance, such as layoffs or cuts in hours, were found to be miniscule. Employers affected by the ordinance have given positive testimony regarding reduction in employee turn-over and increased worker productivity.

Thanks to the support of the Board of County Commissioners, and an excellent support staff, the Miami-Dade Living Wage Ordinance has evolved through the years to become one of the most comprehensive and effective such ordinances in the nation.

Gary Waters  
Chairman

## **CSBE Advisory Board 2007**

### **Mission:**

The CSBE Advisory Board was created for the purpose of providing general program oversight and assisting the Department of Business Development (DBD) in tracking and monitoring the results and effectiveness of the CSBE Program.

### **Performance Measures:**

The CSBE Advisory Board's performance measures are the same measures dictated by Miami-Dade County Ordinance 97-52, the Community Small Business Program. In the ordinance, the County is required to assure that a minimum of 10% of dollars spent on construction projects are sheltered for CSBEs. Accordingly, on a monthly basis, the Board reviews all projects awarded by the County. The dollar amount of the awards and the corresponding dollars set aside for CSBE participation are included in the reporting. In addition, the Board also requires all firms working as Construction Managers (CMs) on projects valued greater than \$25million to present quarterly reports and be available for questions and answers at regularly scheduled meetings. The Board is vigilant in monitoring the 10% objective is maintained.

In addition to the 10% objective, the Board is also strongly interested in the Financial, Bonding and Technical Assistance Programs. In spite of the County's delay with providing funds, these three programs are progressing.

### **Accomplishments:**

- Last 12 months
  1. The Board recommended amending change to the CSBE Ordinance to permit Set Aside Level II's to bid on County projects \$50,000 and up. The Board has directed staff to finalize language for submittal to the Board of County Commissioners.
  2. The Board recommended amending change to the CSBE Ordinance to increase the size standards in anticipation of increasing the number of CSBE firms. This recommended change was accepted and implemented.
  3. The Board monitored and reviewed the CSBE participation for large Construction Management (CM) type contracts on a quarterly basis for the following projects: Performing Arts Center (PAC), Seaport, Airport and Jackson Memorial Hospital (JMH).

- Since Inception – Board Recommended Amendments

**97-158 - 9/23/97 (Amendment)**

- allows program participants to be categorized in more than one type of construction and
  - allows program participants to have bonding capacities in excess of \$3 million
  - requires challenges to subcontractor goals be filed 10 days prior to scheduled bid opening dates
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=973038&file=false&yearFolder=Y1997>

**99-31 - 3/18/99 (Amendment)**

- provides for second, third and fourth tier subcontractor goals
  - adds North American Industry Classification System (NAICS)
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=990024&file=false&yearFolder=Y1999>

**00-17 - 2/8/0097 (Amendment)**

- addresses contracts for CM@Risk
  - provides definitions, implementing standards and creating procedures
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=000251&file=false&yearFolder=Y2000>

**01-65 - 3/20/0197 (Amendment)**

- establishes CSBE participation goals on individual trade packages where a CM@Risk is being utilized
  - establishes CSBE participation goals on environmental services agreements where construction tasks are involved.
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=010173&file=false&yearFolder=Y2001>

**01-158 - 9/25/0197 (Amendment)**

- increases the CSBE certification size standards and contracting participation levels
  - requires bidders to submit a Schedule of Intent Affidavit
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=011828&file=false&yearFolder=Y2001>

**02-29 - 2/26/0297 (Amendment) (prepared by OIG)**

- requires construction contracts to which CSBE trade set-aside or subcontractor goals have been applied to provide penalties and interest for failure to comply with prompt payment provisions
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=020519&file=false&yearFolder=Y2002>

**03-121 - 5/6/0397 (Amendment)**

- adds definition for aggregate set-aside
  - clarifies language on CM@Risk contracts to conform to Schedule of Intent Affidavit procedures
  - authorizes aggregate set-aside of smaller construction contracts for bidding solely among qualified CSBEs
- <http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=030513&file=true&yearFolder=Y2003>

**05-119 – 6/10/051829 (Amendment)**

- reduces contracting participation levels for Level II and Level III CSBE firms for bidding on specialty trade contracts above \$50,000
- adds definition for construction related trades
- eliminates the consultant responsibilities and expands the financial assistance services for the Surety Bond and Financial Assistance Programs

<http://www.co.miami->

[dade.fl.us/govaction/matter.asp?matter=051829&file=false&yearFolder=Y2005](http://www.co.miami-dade.fl.us/govaction/matter.asp?matter=051829&file=false&yearFolder=Y2005)

**Anticipated Future Accomplishments:**

- To increase CSBE participation through innovative technology and fair business practices.
- To identify outside forces that inhibit the prosperity of the CSBE program and recommend changes.
- To strengthen and level the playing field for all CSBEs to equally compete for contract awards and participation.
- To work with SBA staff to identify and recommend stricter penalties for unscrupulous contractors.

**Additional Comments:**

No additional comments at this time.

**Attendance:**

Board membership as of March 31, 2007:

Total Seats	Filled Seats	Vacant Seats
15	11	4

CSBE Board meeting dates 10/1/06-6/30/07	Quorum? (Yes/No)
Monday, October 16, 2006	No

<b>Monday, November 20, 2006</b>	No
<b>Monday, December 18, 2006</b>	Yes
<b>Tuesday, January 16, 2007</b>	No
<b>Tuesday, February 20, 2007</b>	Yes
<b>Monday, March 19, 2007</b>	Yes
<b>Monday, April 16, 2007</b>	Yes
<b>Monday, May 21, 2007</b>	No
<b>Monday, June 18, 2007</b>	Yes

## **MIAMI-DADE HIV/AIDS PARTNERSHIP**

*The Miami-Dade HIV/AIDS Partnership (Partnership) is a federally mandated planning council under the former Ryan White Comprehensive AIDS Resources Emergence (C.A.R.E.) Act, recently reauthorized (December, 2006) as the Ryan White HIV/AIDS Treatment Modernization Act, Public Law 109-144.*

### **SECTION 1 The Partnership's Mission Statement**

To eliminate disparities and improve health outcomes for all people living with or at risk for HIV/AIDS.

### **SECTION 2 Performance Measures**

The Partnership does not currently have formal performance measures in place. It fulfills all mandates required by federal law on an annual basis and will be reviewing the Health Resources and Administration Services Self Assessment materials during the coming year for the purpose of developing performance measures (see Section 5).

### **SECTION 3 Accomplishments for Past 12 Months**

- ❖ Worked with Emily Gantz McKay from Mosaica to review federally mandated Partnership responsibilities, Bylaws, committee structures and functions.
- ❖ Made recommendations to revise the Ordinance creating the Partnership.
- ❖ Completed the annual Needs Assessment, including development of an HIV/AIDS epidemiologic profile for Miami-Dade County and the Ryan White Part A Program; made recommendations for prioritizing services and allocating funding for HIV/AIDS services; ensured that recommendations reflected consideration of the Miami-Dade HIV/AIDS Partnership Comprehensive Plan for HIV/AIDS 2006-2008 and the Statewide Coordinated Statement of Need.
- ❖ Completed the annual Assessment of the Administrative Mechanism.
- ❖ Made recommendations for ongoing reallocation of Part A funds throughout the Ryan White fiscal year to ensure all federal dollars were spent down in a timely manner.
- ❖ Developed and monitored accomplishments of the updated Miami-Dade HIV/AIDS Partnership Comprehensive Plan for HIV/AIDS 2006-2008.
- ❖ Made ongoing recommendations to the Mayor's Office for appointments of Partnership members, ensuring federally mandated seats are filled and membership among the affected adequately reflects the demographics of the HIV/AIDS community in the County.
- ❖ Provided ongoing education and training for Partnership members.
- ❖ Reviewed and made recommendations on the work and accomplishments of the Partnership's standing committees.
- ❖ Revised and maintained the Partnership's website [www.aidsnet.org](http://www.aidsnet.org), including regular updates.

- ❖ Provided weekly community notices pertinent to HIV/AIDS services and issues in the community.
- ❖ Ensured Partnership representation at and participation in various HIV/AIDS events such as World AIDS Day, National HIV Testing Day, and National Black HIV/AIDS Awareness Day.
- ❖ Made recommendations in response to changes in federal law to ensure all federal requirements are met and Miami-Dade County remains in compliance with HRSA's expectations.
- ❖ Created resource materials including a comprehensive brochure listing Ryan White Part A services and providers in three languages, and a promotional palm card for the Partnership.

#### **SECTION 4**

#### **Accomplishments Since Inception**

The Miami-Dade HIV/AIDS Partnership (Partnership) is a federally mandated planning body created in 1998 under County Ordinance 98-127. The Ordinance was revised in 2002 (02-35) and in 2007 (County Ordinance 07-71) to comply with changes in federal law. The Partnership was created in response to the 1998 Miami-Dade County HIV/AIDS summit recommendation to streamline the planning and administrative components for various HIV/AIDS planning groups and create a single, comprehensive County Advisory Board to replace four separate HIV/AIDS planning bodies, including the original HIV/AIDS Planning Council.

Annually the Partnership:

- ❖ Serves as an advisory body to Miami-Dade County, the Board of County Commissioners, City of Miami, Miami-Dade County Health Department Office of HIV/AIDS, the respective mayors, and other public and governmental entities with respect to all issues relating to persons living with or at risk for HIV/AIDS.
- ❖ Establishes methods for obtaining input on community needs and service priorities.
- ❖ Conducts a comprehensive annual Needs Assessment, including identification of gaps in services and assessment of unmet needs.
- ❖ Monitors and implements a community-wide comprehensive plan for the organization and delivery of HIV-related health and support services.
- ❖ Establishes service priorities and allocates funds for Ryan White Part A services.
- ❖ Develops an epidemiological profile of HIV/AIDS in the County.
- ❖ Evaluates service cost and utilization data for Part A services.
- ❖ Reviews and makes recommendations regarding provision of medical and support service.
- ❖ Assesses the efficiency of the Administrative Mechanism in rapidly allocating funds to areas of greatest need within the County.
- ❖ Conducts outreach and holds recruitment activities for potential new members.
- ❖ Ensures an open and equitable process for member applications and makes recommendations to the Mayor for member appointments.
- ❖ Provides training and education for Partnership members.
- ❖ Oversees implementation of the Comprehensive Plan by monitoring achievement of goals and objectives.
- ❖ Ensures coordination and prevents duplication of work among its standing committees.
- ❖ Nominates representatives to participate in and coordinate with the State of Florida's Patient Care Planning Group.

- ❖ Monitors member attendance and compliance with the County's Code of Ethics.
- ❖ Participates in community HIV/AIDS events.

## **SECTION 5 Anticipated Future Accomplishments**

- ❖ Continued advisory activities regarding HIV/AIDS services and funding.
- ❖ Continued compliance with federally mandated activities as described above.
- ❖ Strict monitoring of expenditures to ensure best utilization of funds and ensure spending down of funds in a timely manner.
- ❖ Monitoring of changes in Medicaid and Medicare programs and their potential effects on HIV/AIDS services.
- ❖ Development of performance measures for the Partnership.
- ❖ Development of informative position papers on issues that are critical to HIV/AIDS services in Miami-Dade County.
- ❖ Development of links and resources on the Partnership website to create a central database for HIV/AIDS services and research materials.
- ❖ Development of a Substance Abuse best practices resource guide.
- ❖ Revision of Partnership Bylaws.
- ❖ Strengthening Partnership membership.

## **SECTION 6 Additional Comments**

As federal and state resources for HIV/AIDS services continue to shrink, the Partnership's role as a central planning body for the efficient planning of services and utilization of funds will become even more important. Coordinated planning ensures the most effective provision of services and utilization of funds.



# **NARANJA LAKES CRA BOARD**

## **Mission and Accomplishments**

### **Section 1 Board's Mission (Purpose)**

The purpose of the Naranja Lakes Community Redevelopment Agency is the elimination and prevention of slum and blight conditions within the redevelopment area boundaries, as set forth in its Redevelopment Plan which was adopted by the County in Resolution 418-03.

### **Section 2 Board's Performance Measures**

The Goals and Objectives of the CRA which are detailed in its Redevelopment Plan include the following:

- The primary goal of the CRA is the completion of the primary redevelopment project of Mandarin Lakes, being built on a former 200+ acre vacant tract of residential property that was laid to waste by Hurricane Andrew in 1992.
  - The CRA entered into a Redevelopment Agreement with a developer and homebuilder, and committed to provide \$17 million towards public infrastructure improvements.
- To improve the quality of life for all citizens, businesses and property owners in the redevelopment area.
- To work with the private sector, financial institutions and interested investors to the fullest extent it deems reasonable to facilitate the maximum investment of private funds in the redevelopment area.

### **Section 3 Accomplishments for Past Twelve Months**

In the last twelve months the CRA Board has continued to support the construction of the infrastructure in the Mandarin Lakes project, in which the homebuilder has completed 245 housing units, and has 139 units under construction. In the last twelve months the CRA Board also established a Community Policing initiative to enhance crime prevention and neighborhood policing in the CRA.

### **Section 4 Accomplishments Since Inception**

Since its inception in 2003 the CRA has committed to provide \$17 million in infrastructure improvements towards the primary redevelopment project of Mandarin Lakes which will be a 1,200 unit townhouse and single-family housing development designed according to the principals of traditional neighborhood developments. The homebuilder has completed 347 housing units, and has sold 486 units (139 of which are currently under construction). The developer has completed approximately 90% of the Phase I infrastructure improvements.

### **Section 5 Anticipated Future Accomplishments**

The completion of both Phases of the Mandarin Lakes project.



## **PLANT (Princeton, Leisure City and Naranja) Municipal Advisory Committee**

### 1. Board's Mission

As per Ordinance 04-136, The PLANT Municipal Advisory Committee (MAC) is charged with reviewing the possible incorporation of the PLANT area, and preparing an advisory report addressing the results of the study prepared by County staff as well as incorporation concerns of the Board of County Commissioners and the manner in which those concerns may be alleviated if the area is incorporated as a new municipality.

### 2. Board's Performance Measures

No specific performance measures exist for the PLANT MAC.

### 3. Accomplishments For The Past Twelve Months

The PLANT MAC did not meet in FY 2005-2006.

### 4. Accomplishments Since Inception

PLANT MAC board members have attended all meetings conducted by staff and County departments. MAC members have attended meetings scheduled by Commissioner Dennis Moss and cooperated fully with the Florida Conflict Resolution Consortium in an effort to resolve boundary disputes.

### 5. Anticipated Future Accomplishments

The PLANT MAC is expected to complete a proforma budget for a proposed municipality in the PLANT area, and prepare the required advisory report for the Board of County Commissioners.

### 6. Additional Comments/Cost

The cost to operate the BGMAC in FY 2005-06 was \$0. There were no meetings.



**SBE ADVISORY BOARD**

## SBE ADVISORY BOARD 2007

### Section 1 Board's Mission

The Small Business Enterprise (SBE) Advisory Board will operate as a focal point for the public and with the assistance of the County Manager, will collect, input and disseminate information related to economic opportunities within Miami-Dade County government for small business owners.

### Section 2 Board's Performance Measures

There is no applicable performance measure dictated by the Small Business Enterprise Ordinance, Code of Miami-Dade County §2-8.1.1.1.1

### Section 3 Accomplishments for Past Twelve Months

Implementation of a standard quotation form for small purchases made by County Departments; Include small businesses at Board meeting increasing awareness of the sensitivities of small business firms through workshops conducted by Small Business Affairs.

### Section 4 Accomplishments Since Inception

This Advisory Board was created in January 2005 with the approval of the Small Business/Micro Enterprise (SBE) Program. This Board was instrumental in reviewing and giving its input on the SBE Program, a race and gender neutral program for the procurement of goods and services. The Board has taken on many concerns of small businesses. For example, a survey was conducted and two major issues concerning small businesses were identified, prompt payment and the need for a standard quotation form to be used by all departments. Additional issues that the Board addressed included awareness of the County's program through the chambers and various associations and filling all BCC vacancies for the Board.

### Section 5 Anticipated Future Accomplishments

1. Gain a better understanding of the challenges small business face when working with Miami-Dade County (MDC)
2. Increase awareness for the SBA/DPM certification program for categories of businesses lacking participation
3. Participate in County and regional events targeting small businesses
4. Identify why small business receiving contracts do not get work from the County
5. To enhance the understanding of the Department of Procurement staff on the importance of utilizing SBE and MBE firms and to insure the discounts are applied to their pricing
6. Further understand and address the late payment issues for the SBE and MBE firms
7. Evaluate other Micro financing opportunities for SBE and MBE firms to provide working capital for contracts
8. Develop and monitor a recognition program for departments that are exceeding their SBE and MBE goal
9. Encourage BCC to fill any vacancies on the SBE Advisory Board
10. Review various reports quarterly
11. Semi-annually review Ordinances and Administrative Orders

### Section 6 Additional Comments

No additional comments at this time

**ECONOMIC DEVELOPMENT  
AND  
HUMAN SERVICES  
COMMITTEE**



# **Addiction Services Board**

## **Section 1: ASB Mission Statement**

The Miami-Dade County Addiction Services Board (ASB), recognizing that addiction is a public health and safety issue, is committed to the development and implementation of a comprehensive continuum of addiction treatment services. The ASB seeks to foster a culturally-competent service delivery system that is accessible, coordinated, cost-effective, successful and scientifically validated for safety and efficacy in reducing the ill-effects of alcohol and other drug addictions in the Miami-Dade County Community.

Additionally, the ASB will work to provide better coordination between treatment and prevention services, collaborating with the Miami Coalition For a Safe and Drug-Free Community and other prevention efforts to build a seamless set of services from primary prevention to addiction treatment.

## **Section 2: Performance Measures**

- To have a quorum for meetings (10 out of 18 from January 2005-December 2006)
- To continue to study and review existing substance abuse prevention and treatment services in Miami-Dade County.
- To work with public and private sector providers to make recommendations regarding need for prevention and treatment services in Miami-Dade County (notifies more than 80 public and private sector provider agencies of monthly meetings, including agenda, and provides forum for discussion of the state of treatment and prevention services in Miami-Dade County)
- To serve in an advisory capacity to the Board of County Commissioners, the County Manager, and the community concerning substance abuse prevention and treatment services in Miami-Dade County (Legislative Ad Hoc Committee is preparing a package of recommendations for presentation to the BCC)
- To make recommendations on the administration and distribution of monies directed to substance abuse prevention and treatment services. (The current ASB Chairperson is the Executive Director of Up-Front Drug Information, and as such has access to the most current statistics and trends in substance abuse).

### **Section 3: Accomplishments Past Twelve Months**

- Submitted Resolution to the BCC Urging the State of Florida and The U.S. Congress not to reduce funding for Safe and Drug Free Schools. The Resolution passed unopposed on 10/18/05.
- Continued with the Guest Scientist Lecture Series to provide the board and the community with current substance abuse prevention and treatment research that can assist in forming sound policy recommendations to bridge the existing gap between research and practice.
- Submitted letter to the Agency for Health Care Administration (AHCA), expressing the Board's concern about the exclusion of certain psychotropic medications from the list of drugs reimbursable by Medicaid. The unanimous concern of the board members was that this could adversely affect 30-40% of mental health patients currently taking those medications targeted to be excluded from the Medicaid list.
- Hosted the first annual "Miami-Dade County Alcohol and Drug Addiction recovery Day". This was a collaborative effort involving members of the recovering community, treatment providers and members of the BCC. The event culminated with the presentation of a Proclamation by the Office of the Mayor and the BCC, naming Wednesday September 28, 2005 Miami-Dade County Alcohol and Drug Addiction Recovery Day.

### **Section 4: Accomplishments since Inception**

- In 1993 the ASB was instrumental in bringing a multi-million dollar grant from the federal government to this community for the establishment of a coordinated intake and assessment system – the Greater Miami Target Cities Project.
- Public Forum was held on April 18, 1997 in the Commission Chambers dealing with "The Impact of Substance Abuse on Crime".
- Public Hearing on the Consumption of Alcoholic Beverages by Minors & Driving Under the Influence/DUI was held in the Commission Chambers on October 19, 1998.
- Public Hearing on Use of Controlled Substances was held on February 23, 1999 in the Commission Chambers.
- Public Hearing on Health-Related Impact of Smoking was held on September 22, 1999.
- The funding recommendations taken from the three public hearings in 1998 and 1999 were incorporated into the Alliance For Human Services NOFA (Notice of Funding Availability). A total of seven substance abuse programs were recommended for funding by the Alliance For Human Services.
- In accordance with an ASB Sunset Review Report recommendation, Commissioner Katy Sorenson sponsored Ordinance No. 02-81, an

ordinance amending the scope of the Addiction Services Board, expanding duties and powers to include oversight of Substance Abuse Prevention Services.

- Hosted presentations from opposing views on the Florida Campaign for New Drug Policies during the process to implement the “Right to Treatment and Rehabilitation for Non-Violent Drug Offenses” constitutional amendment initiative.
- Assisted in the development of the Faith-Based Community Providers Coalition.
- Development by the Data Collection Committee of a Substance Abuse Compact Disk Library that summarizes the workings of the board, and details the nature and extent of substance abuse in Miami-Dade County, as well as important research findings and informational resources.
- Instituted the Guest Scientist Lecture Series to provide the board and the community with current substance abuse prevention and treatment research that can assist in forming sound policy recommendations to bridge the existing gap between research and practice.

**Section 5:** Anticipated Future Accomplishments: In question, the ASB meeting Agenda for July 11, 2007 reflects that the Board will vote on whether to continue or sunset the ASB, due to lack of attendance and therefore quorum over the past 12 months.

**Section 6:** Additional Comments: NA





**MIAMI DADE COUNTY**  
**Asian American Advisory Board**  
**Performance Report**  
Submitted by:  
**Saif Ishoof Esq., Chairperson**  
July 23, 2007

### Section 1: Board's Mission:

The Board of County Commissioners established the Miami-Dade County Asian American Advisory Board on July 22, 1997.

Ordinance 97-128 creating the Board states its mission is to serve in advisory capacity to the Board of County Commissioners, the County Administration, the community and all agencies and persons in Miami-Dade County, Florida with respect to matters pertaining to the Asian community of Miami-Dade County.

### Section 2 Board's Performance Measures:

Active Strategy Enterprise and the Asian American Advisory Board' Performance Report (see attached).

### Section 3 Accomplishment for the Past Twelve Months:

- Downtown Project, started a program with University of Miami students to feed and provide the necessities to homeless in downtown.
- Initiated a program to set up a shelter for the Asian victims of domestic violence for SAHARA(Support network for Asian DV victims).
- Conducted four workshops on diversity and community building.
- Organized three events to connect community with public officials.
- Four Cultural Festivals (*Chinese, Asian, Green Day, Dragon Boat Race*) that attracted massive crowds and opportunity to connect with community.
- Asian Heritage Month Celebrations—a month long series of activities in collaboration with our partners to celebrate Asian heritage.
- Translation and interpretation assistance to courts and Civil Right agencies for document translation and authentication.

### Section 4, Accomplishments Since Inception:

- Nine Eleven Response would be the highlight of the Board's response and collaborative effort with County, State, and Federal Agencies to address the needs of the community and serve the national emergency.
- Post *Tsunami* Disaster Recovery project and helping the Asian Nations.
- Establishing *SAHARA*, a support network to address the needs of Asian victims of domestic violence.

### Section 5, Anticipated Future Accomplishments:

- Streamline SAHARA with mainstream organizations.
- Developing Asian American Community Profile in collaboration with the Asian Studies Program with Florida International University.
- Expand the database to produce Asian Telephone Directory
- Tenth Anniversary Gala Dinner, September 8, 2007

**Section 6, Additional Comments:**

The Asian American Advisory Board represents a group of volunteer-leaders from various Asian-American communities. At present the board has a representation from Nine Asian nations, who speak eleven different languages and bring a wide range of religious/spiritual diversity. This diversity has brought us strength as well as challenges in variety of forms. It has also demanded that we have a broad view of human needs and devise solutions to address them. As such we have entered a wide array of programs to cover, cultural, educational and economical engagements. At the same time, the board has embarked on engaging with public service and political empowerment. The board has become a powerful resource in this kind of community education. In addition, the board being a part of the Office of Community Relation has the advantage and strength to capitalize on the sister board's for their experience and contacts to develop quality programs for the Asian community in Miami-Dade County.

Approved \_\_\_\_\_ Mayor

Agenda Item No. 4(C)  
7-22-97

Veto \_\_\_\_\_

Override \_\_\_\_\_

ORDINANCE NO. 97-128

ORDINANCE CREATING DADE COUNTY ASIAN AMERICAN ADVISORY BOARD; PROVIDING DUTIES, POWERS AND RESPONSIBILITIES; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

WHEREAS, the status of Asian Americans has long been ignored; and

WHEREAS, Asian Americans have been underrepresented in our halls of government and other public and private institutions; and

WHEREAS, the Board of County Commissioners desires to recognize the contributions of Asian Americans to the cultural, political, social and economic life of Dade County,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. CREATED.

There is hereby created the Dade County Asian American Advisory Board.

Section 2. COMPOSITION.

The Dade County Asian American Advisory Board shall be composed of twenty-six (26) members who shall be permanent residents and electors of the County and who shall have a knowledge of and interest in the County's Asian community. Each County Commissioner shall appoint two members of the board, one of whom shall serve an initial term of one (1) year and

one of whom shall serve an initial term of three (3) years. After the initial appointment, all members shall thereafter serve three (3) year terms.

Section 3. MEMBERSHIP; OFFICERS; MEETINGS.

The members of the board shall elect a chairperson, vice-chairperson, and such other additional officers as the Asian American Advisory Board shall deem necessary. All officers shall serve at the will of the board. Fourteen (14) members of the board shall constitute a quorum-necessary to hold a meeting and take any action. Members shall serve without compensation. The chairperson or vice-chairperson may call meetings of the board. Meetings may also be called by written notice signed by fourteen (14) members. The board at any duly noticed public meeting may fix and call a meeting on a future date. All meetings shall be public.

Section 4. DUTIES; POWERS; RESPONSIBILITIES.

The board shall have the following duties, powers and responsibilities:

(1) To serve in an advisory capacity to the County Commission, the County administration, the community, and all agencies and persons in Dade County, Florida, with respect to matters pertaining to the Asian community of Dade County.

(2) To formulate and recommend policies, plans, programs and services and to coordinate the activities of governmental entities and nongovernmental agencies pertaining to the Asian community.

(3) It is the express purpose of this board to serve as a medium for responsible persons to utilize and consult with in attempting to understand and address the various complex problems

affecting the Asian community in Dade County and to make findings and recommendations to the County Commission and the County administration regarding such matters.

(4) To recommend solutions to the social, economic, cultural and political problems in the Asian community, as well as to serve as liaison between the Asian community and the Dade County community at large.

(5) To promote active participation of Asian Americans in civic, cultural, commercial and community affairs.

(6) To encourage and attract Asian businesses to Dade County, to assist Asian businesses located in Dade County, and to promote economic development, especially job creation in Dade County.

(7) To foster relationships with public officials and maintain formal channels of communication so that Asian concerns are effectively transmitted and heard.

(8) To promote positive images and concepts of Asian and Asian Americans as well as promote their many contributions to our society.

(9) To build coalitions with various community groups to address issues of common concern, such as advocating positive legislation regarding immigration and advocating legislation to strengthen the penalties for racially motivated crimes.

(10) To promote the cultural heritage of Asian Americans.

(11) To encourage and assist in citizenship registration and voter registration.

(12) To eliminate ignorance and bigotry towards Asian Americans.



(13) To conduct studies through fact-finding and analysis of problems encountered by Asian community members.

(14) The board shall report at least annually to the Commission as to its activities, findings and recommendations.

(15) To perform such other duties as may from time to time be assigned to it by resolution of the County Commission.

Section 5. The County Manager, County Attorney and Clerk of the Board shall provide appropriate support for the Asian Advisory Board.

Section 6. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 7. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

Section 8. This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



Section 9. This ordinance does not contain a sunset provision.

PASSED AND ADOPTED: JUL 22 1997

Approved by County Attorney as  
to form and legal sufficiency:

RA6

Prepared by:

DM/RA6

Sponsored by Commissioner Pedro Reboredo





**MIAMI DADE COUNTY  
Asian American Advisory Board**

**Report of Events and Activities**

**July 11, 2007**

## MISSION

The Board of County Commissioners established the Miami-Dade County Asian American Advisory Board on July 22, 1997.

Its mission is to serve in advisory capacity to the Board of County Commissioners, the County Administration, the community and all agencies and persons in Miami-Dade County, Florida with respect to matters pertaining to the Asian community of Miami-Dade County.

In addition the Ordinance 97-128 creating the Board lists the following guidelines as forming the Board outlines the following duties and responsibilities.

- To formulate and recommend policies, plans, programs and services and to coordinate the activities of the governmental entities and nongovernmental agencies pertaining to the Asian community.
- It is the express purpose of this board to serve as a medium for the responsible persons to utilize and consult with in attempting to understand and address the various complex problems affecting the Asian community in Dade County and to make findings and recommendation to the County Commission and the County administration regarding such matters.
- To recommend solutions to the social economic, cultural and political problems in the Asian community as well as to serve as liaison between the Asian community and the Miami-Dade County at large.
- To promote active participation of Asian Americans in civic, cultural, commercial and community affairs.
- To encourage and attract Asian business to Dade County, to assist Asian businesses located in Miami-Dade Count, and to promote economic development, especially job creation in Miami-Dade County.
- To foster relationship with public officials and maintain formal channels of communication so that Asian concerns are effectively transmitted and heard.
- To promote positive images and concepts of Asian and Asian Americans as well as promote their many contributions to our society.
- To build coalitions with various community groups to address issues of common concern, such as advocating positive legislation regarding immigration and advocating legislation to strengthen the penalties for racially motivated crimes.
- To promote the cultural heritage of Asian Americans
- To encourage and assist in citizenship registration and vote registration.
- To eliminate ignorance and bigotry towards Asian Americans.
- To conduct studies through fact-finding and analysis of problems encountered by Asian community members.
- The board shall report at least annually to the Commission as to its activities findings and recommendations.
- To perform such other duties as may from time to time be assigned to it by resolution of the County Commission.

## BOARD'S PERFORMANCE MEASURES

Board's performance is measures are reflected in the specific activities completed by the Asian American Advisory Board, which the highlight of the Office of Community Relations Active Strategy Enterprise (ASE) scorecard as Initiatives under the objective "Improved community relations in Miami-Dade County."

In addition the number of activities and planned, organized, and completed; number of people impacted as a result of the Board's activities.

## ACCOMPLISHMENTS FOR PAST TWELVE MONTHS

### Festivals:

At the present time the board sponsors or co-sponsors the following cultural events that reach in access of one hundred thousand people. These events have become an essential feature of Miami-Dade County's cultural calendar. The following is a list of our festivals,

- The Chinese New Year Festival is held at Miami Dade College, South Campus on the last weekend of February.
- The Asian Cultural Festival is organized at the Fruit and Spice Park in Homestead on the first weekend of March
- The Green Day Celebration is organized on April 29, to celebrate the environment day; it serves as a reminder and education about the significance of conservation.
- May, being the Asian Heritage Month is the prime focus of our activities. A complete report of Asian heritage month activities is as follows,

Miami Dade County Asian American Advisory Board just completed a very successful Asian Pacific American Heritage Month. We collaborated with a number of community organizations in order to organize and celebrate the 2007 Asian Pacific American Heritage Month during the month of May. This collaboration was based on matching the needs. While our partners hosted the events by providing the venues they expected us to facilitate them in securing performers, art, crafts, and display material. We began working with our partners about the APA Heritage Month activities at the beginning of the year; most planning meetings were focused on the availability of the resources such as performers, speakers, and the funding for the events. The following are the partners who worked with us for 2007 Asian Heritage Month activities: The City of Miami, Jackson Memorial Healthcare System, Miami-Dade College, and the Veterans Administration Medical Center. However, the Transportation Security Administration TSA and Baptist Health Services Inc (Baptist Hospital Chain) approached us very late, and we agreed to postpone their participation in the APA Heritage Month until 2008.

Miami-Dade College Inter American Campus and the Miami Dade County Asian American Advisory Board developed a comprehensive program befitting an academic institution for the

entire month. It was based on recreational as well as educational information and instructions. A wide range of activities included, films, lectures, exhibits, arts and entertainment. In addition, some events included refreshments and the Asian cuisine. We Capped the celebration with, an Asian Fashion Show, as the last event. This event was attended by Chair, Bruno Barreiro, who presented the Certificates of Participation to all Planning Committee Members.

Miami Veterans Medical Center also planned a series of activities suitable for its staff, patients, and visitors. This included a vendors Day, a day of lecture presentation, musical presentation, and display of Asian artwork. The final event—the Entertainment Day, was attended by Commissioner Jose Pepe Diaz, who recognized the planning committee members for their efforts and contribution by presenting them the Certificates of Participation. **Miami Jackson** came on the scene very late, but they insisted that we organize some activity this year, as head start for 2008, when they plan to participate in full program. They offered their atrium area for displays. It turned out to be a high traffic spot, hundreds of people in and out of the cafeteria, which included healthcare staff, students, and visitors, stopped by to pick up our brochures, enjoy refreshments and looked at the art, and craft display.

During this year's APA Heritage Month programming, we were able to make a serious outreach to the community as well as our elected officials. Mayor Carlos Alvarez, Chair Bruno Barreiro, Commissioners Jose Pepe Diaz, Natacha Seijas, and Javier Souto attended our programs.

In addition to the partners who organized the events by offering us their venues, we are very also grateful to the Consulate General of Japan, in Miami and the Taipei Economic and Cultural Office for their cooperation and support. Taipei Economic and Cultural Office provided us the Chinese dresses for the Fashion Show. We also used their past gift of Chinese New Year paintings at exhibit at Miami Dade College. A chronology of events and activities for the month is as follow,

Sunday, April 29, 2007—The Green Day Celebration.

The APA Heritage Month activities began with the Green Day Celebrations at the Japanese Garden on Sunday, April 29, 2007. The event was by invitation only, Honorable Naohito Watanabe; Deputy Consul General of Japan was the guest at the event. He and the Board Chair, Saif Ishoof Esq., spoke at the event.

Friday May 4, 2007—The Vendors' Day

The Arts and Craft Vendors Day at the V.A. Medical Center offered the opportunity to Asian vendors and community organizations to bring in their art and craft items for display and sale. This daylong event generated business for Asian vendors and the traffic of the curious buyers and on-lookers to the vending booths.

Saturday May 5, 2007—Dragon Boat Race

The Dragon Boat Race was the most colorful outdoor event. The credit for this hallmark event goes to Mr. Joe Chi, Mr. Wong and many others who collaborated to make it possible. It has already become an extremely popular event and its popularity is growing each year.

Thursday May 9 and 10, 2007—A Day with Pakistani Ambassador

The Pakistani Ambassador—Honorable Mahmud Ali Durrani visited South Florida at the invitation of the American Jewish Committee. We availed his presence in the area by arranging several events around his activities. The Pakistani American Chamber of Commerce organized a

luncheon at the Rusty Pelican Restaurant that was attended by several business representatives. The City of Miami presented him the Distinguished Visitor Certificate. The same evening, Pakistan American Cultural Society organized a dinner in his honor at the residence of Mr. Asad Ishaq at Pinecrest; Many dignitaries including the Consul General of Japan and a large number of our Board members attended the dinner. The next day, May 10, he met the representatives of the International Trade Consortium, where Commissioner Seijas greeted him. She also invited the ambassador to the Commission Chamber, where he was greeted by the Commissioner. Ambassador spoke to them about Pakistan American alliance. Thereafter, he visited Mayor's Office and met Mayor Carlos Alvarez. Later that evening, he traveled to West Palm Beach to address the American Jewish Committee.

Saturday May 12, 2007—Picnic with Commissioner Souto

The Board arranged a picnic for the Asian community in collaboration with Senator Souto's Office at the Equestrian Center in the Tropical Park. Picnic was widely attended by different Asian communities and their organizations such as Universal Heritage Institute, Pakistan American Cultural Society and the Organization of Chinese Americans. Commissioner joined the community members and a large number of Board members for a few hours. Where he , discussed issues concerning the community and how closely they can work together. Everybody enjoyed the food. The Picnic ended with a consensus that this activity should turn into an Annual ritual.

Monday May 14, 2007—Miami Dade College Heritage Month Kick Off

**Miami Dade College Inter American Campus** kicked off the Heritage Month Programming with Taiko Drum Performance in the flag courtyard. Asian American Advisory Board joined the College by setting up the information booth, providing brochures and displaying posters. Later, we made a presentation about the role of the Board in promoting the interest of the Asian Americans in Miami-Dade County. A second presentation on Nepal took place in the evening.

Tuesday May 15, 2007—Asian Art Exhibit

This morning a month long exhibit began at Miami Dade college, displaying the Calligraphy, Asian Art and an exhibit on Mohenjodaro—the mound of the Dead from the Indus Valley Civilization period.

In addition to the exhibit, Ms. Sophie Brion, Executive Director of the Women's Fund spoke on the topic of the Domestic Violence in the morning. The Board and Sahara shared about their efforts in curbing this menace in the Asian community. That evening, consulate General of Japan presented a second session on the Japanese Culture and Traditions.

Wednesday May 16, 2007—Bruce Lee; Film; and Feng Shui.

The events for they day included **Bruce Lee**, a symbol of ethnic tolerance at 11:30 a.m., a film *Crouching Tiger*—Hidden Dragon at 1:45, and a presentation on the topic of *Feng Shui* took place a 7:30 p.m. in Room 3103.

Thursday May 17, 2007—Oriental Medicine & Martial Arts

The presentation in the morning session included Oriental medicine, describing how effective the traditional remedies are and how prevalent they remain in the lives of people of Asia. During the second session 6 — 7 p.m., Master Agon of the Perfect Balance demonstrated the Asian Martial Arts.

Friday May 18, 2007—Origami and Chop Sticks

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The audience learned about two more Asian traditions. First, the morning presentation covered the art of Origami and in the second session the people learned how to eat food with chopsticks.

Monday May 21, 2007—Asian Role Model

The second presentation at the Veterans Administrations Medical center included a presentation by Dr. Joy Bruce of NANAY Asian Community Center. Dr. Bruce shared her vision with the audience the importance of community work and described her personal journey that led to the establishment of the NANAY Center. Those who attended were moved by her experience.

Tuesday May 22, 2007—Chinese Fine Art, Calligraphy, and Film

Chinese Fine Art and Calligraphy were displayed at 9:50 a.m. Mid-day session included a film presentation of “Lost in Translation” at 11:40 to 1:25 p.m.

Tuesday May 22, 2007—the County Commission Presentation.

In addition to the Chinese art and film presentation, the Board appeared before the Commission where the Chair, Saif Ishoof made the presentation before the Board of County Commissioners and shared Asian Board’s work and accomplishments since its formation in 1997.

Wednesday may 23, 2007—Korean Culture and Buddhist Tradition.

The presentations focused on the Far East. At 9:15 a.m. students enjoyed a presentation on “An Interesting Korean Culture” at 11:45 *Ochinanchu*—an overview of Okinawa’s history was presented. The day ended with a lecture on the Buddhist Philosophy—*A Psychological Understanding of the Mental Continuum*. At 7:30 p.m.

Thursday May 24, 2007—Film, Lecture, and Entertainment

This was the main event day at the Veterans Administrations Medical Center. This included a entertainment performance based on various dances and music from Asian countries. The program ended with Commissioner Jose Pepe Diaz, thanking the veterans for their service to our nation, praising the Medical Center administration for their commitment to diversity and their support of Asian Heritage Month program. Commissioner Diaz presented the Certificates of Appreciation to the members of the Planning Committee.

Miami-Dade College continued with their month long series of presentation on Asian countries and related issues with a presentation on the Japanese American Relocation Camps during WW11 in Room 3103. It followed by a film presentation—*Memoirs of a Geisha* at 11:40 p.m. In the evening, the Hope Foundation presented its program about the Women and Children of Bangladesh, followed by a traditional Bangladeshi Dance at 7:30 at the Flag Courtyard.

Friday May 25, 2007—Japanese Anime

This day, Miami Dade College had two events. First, the significance of the Dragon Boat Race in the Chinese Culture at 10:30 a.m. in room 3103 and the second program was the Japanese Anime at 11:45 a.m. The same day we had the introductory program at the Jackson memorial Hospital. Who despite of their late entry insisted on a having an event this year to have a head start to lead them into full program for the next year.

Tuesday May 29, 2007—Asian Fashion Show

Professor Abby Behrouz produced a two sessions event of Asian Fashion show at 8:30 a.m. and 6:00 p.m. the evening session. The college staff and students modeled in dresses from a number of Asian countries. This event was attended by Chair Bruno Barreiro who presented the members

of the Planning Committee with the Certificates of Appreciation. The Asian American Advisory Board provided the dresses for the Fashion Show.

Wednesday May 30, 2007—Zen Buddhism and Jet Program

At 10:30, the Japanese Consulate presented the Japanese Exchange and Teaching (*JET*) Experience. At 11:50, Dr. Steven Heine delivered a lecture on Zen Buddhism.

Thursday May 31, 2007—Our Pakistani American Alliance by Ms. Farzana Farooq.

Ms. Farzana Farooq presented a historical perspective on Pakistani American relationship. She shared the values that attract Pakistan to the United States and why Pakistan matters to our national security.

Monday June 4 to Friday June 8—Sand Mandala at the Government Center.

The Tibetan Monks began constructing a Sand Mandala on Monday and deconstructed on Friday. Mayor Alvarez, Commissioner Seijas, and many County employees and the visitors witnessed this colorful work while in progress. On the final day, the monks carried the sand to Bayfront Park to put it into the water. Ms. Mai Nguyen arranged for the presentation. In addition An Asian photo exhibit, *Women of Asia*, May 7-28 opened at the Florida International University Biscayne Bay Campus Library.

From May 16 to June 15, Miami Dade College Inter American Campus sponsored an exhibit on *Mohenjodaro*, displayed the Islamic Calligraphy and Indian paintings. Miami Dade County Asian American Advisory Board provided all the exhibit items.

This has been one of the most productive Asian Pacific American Heritage Month celebrations during the ten years of Miami Dade County Asian American Advisory Board's existence. This Asian Heritage Month (2007) was a complete package which recorded the highest number of programming events, the audience, and opportunities to share the art, craft, food, culture, music an history of Asia and Asian Americans.

We are grateful to Mr. Wong and Mr. yap, who provided refreshments for the picnic, South Florida Water Management District and Pepsi Cola, who provided Soda and bottled water. In addition these activities were made possible by the collaboration of the following partners who offered their facilities or provided material support for our events,

The City of Miami-Dade County  
Jackson Memorial Healthcare System  
Consulate General of Japan  
Miami-Dade College Inter American Center  
Taipei Economic And Cultural Office in Miami, and  
The Veterans Administration Medical Center.

In addition, we helped organize an Iranian Festival, last November, which again brought nine to ten thousand people to the Bayfront Park.

Workshops:

This year the Board conducted five diversity workshops for the visiting guests from Asian nations. This program is the result of our collaboration with Miami Council of International visitors—a civilian arm of the U.S. Department of State.

On July 1 and 2 we organized a Consular Service workshop by inviting Pakistan's embassy to provide the Consular services such as the Passport renewal, visa stamping, and authentication of documents. Under this program, the embassy brings a traveling Consulate to our community and provide the service to the members of our community.

**Post Disaster Response to Asian Tragedies:** The board organize extensive fundraising program in post *Tsunami* and last year's earthquake in Pakistan and raised in excess of quarter of a million dollars for the two tragedies.

## ACCOMPLISHMENTS SINCE INCEPTION

1997-2007 marks ten years of Miami-Dade County Asian American Advisory Board's community service. The following is a brief outline of the Board's accomplishments during this time. However, board response to address the needs of the Asian community immediately after September 11, 2001 remains a distinct accomplishment and high-point of our community service. The board became a conduit between the local, state and federal as they scrambled to respond to the emergency and began issuing directives. The board distributed information, began organizing workshops and started collaborating with public and private agencies to educate the Asian community about their needs and rights. In addition to this the following is a brief list of the board's activities,

- Helped Asian communities introduce and organize community festival. In the last ten years, we have grown to six events a year from one on again off again festival that used to be in 1997.
- Corporate and public school sensitivity training has become a routine public service educational program throughout the year.
- We routinely conduct four to six diversity and sensitivity workshops every year.
- In order to engage with the public officials, we conduct activities that bring our elected officials such as the Commissioners and Mayor in direct contact with the community.
- The board helped bring exhibits, displays, and films to educate and connect with the Miami-Dade County community at large.
- **Domestic Violence**—The board helped organize **SAHARA** a support group to address the needs of the Asian victims of domestic violence.
- **DOWNTOWN PROJECT:** The board in collaboration with the students from the University of Miami started a feed and dress the hungry and homeless every Friday evening in front of our office building.

***Board Auditor's Report  
Black Affairs Advisory Board  
Submitted: July 23, 2007  
D. J. Fabien, Board Chair***

**Section 1: Board's Mission:**

The Black Affairs Advisory Board, according to its mandated ordinance exists to advocate for the social, economical, political and educational needs of the diverse Black World Community in Miami-Dade County—while advancing the quality of life for residents in a dedicated and responsive manner. (see attached Ordinance).

**Section 2 Board's Performance Measures:**

Active Strategy Enterprise and the Black Affairs Advisory Board Matrix (see attached)

**Section 3: Accomplishments for Past Twelve Months:**

Establishment of the School Truancy Hotline; Village Dialogues on Health, Education and Violence; established Young Pillars Scholarship for high school & college students; initiated the "Respect Life!" anti-violence campaign; worked with Racial Profiling Advisory Board on report to BCC; collaboration with the University of Miami to develop research and data relative to the Black population in Miami-Dade County.

**Section 4 Accomplishments Since Inception:**

Since 1994, the Black Affairs Advisory Board has sought to articulate and advocate on behalf of the Black World Community in a dedicated and responsive manner. Staff has published demographic data on the Black Community; established the Black History Month celebration for SPCC and other signature events; initiated the Annual Pillars Awards to honor "unsung" heroes in the community; developed a website which complements the overall Miami-Dade County website; assisted numerous citizens with resolving issues and helped them to identify County resources available in the areas of housing, social services, education and civil rights.

**Section 5 Anticipated Future Accomplishments:**

Expansion of School Truancy program to include off-campus "Diversion Centers"; publish updated demographic data on Black World Community which will be inclusive of all African-descent Miami-Dade County citizens as well as a guide to Black World community-based organizations; continuation of advocacy programs.

**Section 6 Additional Comments:**

The Black Affairs Advisory Board (BAAB) is comprised of a group of citizens who are appointed and voluntarily serve in a non-compensatory capacity. As such, members are charged with advising the Board of County Commissioners and the general community on issues impacting the Black community. Toward that end, the BAAB began laying the groundwork to seek funding for its "Respect Life! Campaign, aimed at students in grades K-12. The campaign addresses truancy, bullying, toy guns and helping students deal with violence in their surrounding communities. A collaboration of several community based organizations was formed to apply for this funding. It is hopeful that this partnership will be brought to fruition within the next 12-16 months.

ORDINANCE NO. 94-137

ORDINANCE CREATING THE DADE COUNTY BLACK AFFAIRS ADVISORY BOARD; PROVIDING BOARD'S PURPOSE AND FUNCTION; PROVIDING FOR MEMBERSHIP REQUIREMENTS AND TERMS; PROVIDING FOR STAFF SUPPORT; AND PROVIDING SEVERABILITY, INCLUSION IN CODE AND EFFECTIVE DATE

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. There is hereby created the Dade County Black Affairs Advisory Board.

Section 2. The Dade County Black Affairs Advisory Board shall be composed of thirteen (13) members who shall be permanent residents and electors of the County and who shall have a knowledge of and interest in the County's Black community. Each County Commissioner shall appoint one member of the board. Appointments after the initial term shall be for a term of three years.

Section 3. The members of the board shall elect a chairperson and vice-chairperson, who shall serve at the will of the board. Seven (7) members of the board shall constitute a quorum necessary to hold a meeting and take any action. A majority vote of the quorum of the board shall be necessary to take any action. Members shall serve without compensation. The chairperson or vice-chairperson may call meetings of the board. Meetings may also be called by written notice signed by seven (7) members. The board at any duly noticed meeting may fix and call a meeting on a future date. All meetings shall be public.

Section 4. The board shall have the following duties, powers and responsibilities:

(a) To serve in an advisory capacity to the County Commission, the County administration, the community, and all agencies and person in Dade County, Florida, in respect to matters pertaining to the Black community of Dade County.

(b) To formulate and recommend plans and programs for coordination of the activities of governmental entities and nongovernmental agencies pertaining to the Black community.

(c) It is the express purpose of this board to serve as a medium for responsible persons to utilize and consult with in attempting to understand and solve the many complex programs involved with the Black community in Dade County and to make findings and recommendations to the County Commission and the County administration regarding such matters.

(d) ~~The board shall annually report to the Commission as to its findings and recommendations.~~

(e) To perform such other duties as may from time to time be assigned to it by resolution of the County Commission.

Section 5. ~~The County Manager, County Attorney and Clerk of the Board~~ shall provide appropriate support for the Black Affairs Advisory Board.

Section 6. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 7. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," or "article," or other appropriate word.

Section 8. This ordinance shall become effective ten (10) days after the date of enactment.

PASSED AND ADOPTED: JUL 12 1994

Approved by County Attorney as  
to form and legal sufficiency.

Prepared by:

[Signature]  
[Signature]

## My Measures >

### Owned

Name	Actual	Goal	Variance
BAAB Board Meetings Held	n/a	1	n/a
BAAB Content Satisfaction	n/a	60.0 %	n/a
BAAB Content Satisfaction Score (monthly)	n/a	0	n/a
BAAB Meeting Satisfaction Score (monthly)	5	0	5
BAAB Survey Replies (monthly)	4	n/a	n/a
BAAB Workshop Attendee Likelihood of Attending Additional OCR Forums/Workshops	47.0 %	n/a	n/a
BAAB Workshop Attendee Likelihood of Attending Addtl OCR Forums/Workshops (ind.)	0	n/a	n/a
BAAB Workshop Attendee Overall Satisfaction with Forum/Workshop	100.0 %	75.0 %	25.0 %
BAAB Workshop Attendee Overall Satisfaction with Forum/Workshop (individual)	28	n/a	n/a
BAAB Workshop Attendee Satisfaction with Content	35.0 %	n/a	n/a
BAAB Workshop Attendee Satisfaction with Content (individual)	n/a	n/a	n/a
BAAB Workshop Attendee Satisfaction with Content (individual)	7	n/a	n/a
BAAB Workshop Attendee Satisfaction with Presenters/Speakers	48.0 %	n/a	n/a
BAAB Workshop Attendee Satisfaction with Presenters/Speakers (individual)	n/a	n/a	n/a
BAAB Workshop/Forums Held	1	1	0
Black Affairs Advisory Board Satisfaction with Meeting Preparation	125.0 %	60.0 %	65.0 %
Black Affairs Advisory Board Satisfaction with Meeting Preparation (monthly)	5	0	5
Black Affairs Advisory Board Satisfaction with Presentations and/or Guest Speakers	100.0 %	60.0 %	40.0 %
Black Affairs Advisory Board Satisfaction with Presentations and/or Guest Speakers (monthly)	5	0	5
Percent Satisfied with Meeting (BAAB)	100.0 %	100.0 %	0.0 %
Workshop/Forum Survey RepliesBAAB	28	n/a	n/a
Workshop/Forum Survey Replies-BAAB	n/a	n/a	n/a Oct

### Monitored

Name	Actual	Goal	Variance
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BAAB COMMUNITY TASK FORCE MATRIX

#	COMMITTEE/ISSUE/CONCERN	AGENCY(IES) INVOLVED	Commissioner District Municipality	POC & INFO	RESOLUTION/TIMELINE
1	School Truancy Hotline <i>Crisis Intervention</i> <i>P. Dames</i>	Miami-Dade County BAAB, Miami Dade Public Schools Police & MDPD	All	BAAB\Retha Boone (305) 375-1902 rboone@miamidade.gov	Sent letter to Dr. Rudy Crew 3/4/05 Asst. Chief Martin to present plan to Police Chiefs @ July mtg. <i>8/05-Police Chiefs to add suggestions &amp; approve</i> <u><i>8/05 Approved by School Board</i></u> <u><i>need to request add'l funding for Diversion Center</i></u>
2	Equitable allocation/ distribution of General Obligation Bond Funds (update)  <i>Economic Development</i>	County Manager's Office, BCC, Public Works	All	R. Boone	<i>Ms. Sylvia Person will provide periodic updates on the GOB (she is a recent appointee) as of 9/05</i>
3	Restoration of Felon's Rights	State of Florida BCC, BAAB, ACLU, NAACP	All		<i>Workshop to be planned on ramifications of Guilty Plea for minor offenses resulting in Guilty Plea to avoid jail time.</i>
4	Diversion Center	Galata, Inc., The Arbor Group, BAAB	Moss, Sorenson	P. Dames; D. McMillon	Memorandum of Understanding to be established between parties by 2.07.

6	<p>Educational Forums Public Schools ; Violence in the Black Community</p> <p><b><i>Respect Life!Crisis Intervention Dames</i></b></p>	<p>BAAB &amp; Miami- Dade Public Schools; Dade Police; State Attorney's Office</p>	All Districts	Ms. Priscilla Dames		
7	<p>Health Issues</p> <p><b><i>Health Care M. Ledan</i></b></p>	BAAB	All Districts	Ms. Marie-Jose Ledan		Workshop
8	<p>Black on Black Crime Youth Outreach</p> <p><b><i>Respect Life!Crisis Intervention/ Education Dames/McMillon</i></b></p>		All Districts	<p>Mr. Brian Person/ Ms. Priscilla Dames/ Ms. Dannie McMillon</p>		

## **The Board of The Children's Trust**

The Children's Trust is established pursuant to §1.01(A)(11) of the Miami-Dade County Home Rule Charter, Ordinance #02-247 of Miami-Dade County and §125.901 of Florida Statutes and has as its general purpose the provision of health, safety and development services to children and to promote parental and community responsibility for children throughout Miami-Dade County.

The Board of The Trust consists of thirty-three (33) members as established in the Ordinance. The members are appointed and serve terms as established in the Ordinance.

During Fiscal Year 2005- 2006 the Board of The Trust met each month for a total of 12 full Board meetings and quorum was reached for each meeting. The Board is required to meet each month except for the months of July and December but due to the number of Board actions required; the Board determined it needed to meet monthly. In addition, during this same time period, thirty (30) subcommittee meetings of the Board were held to carry on the business of The Trust.

The Board has maintained full membership and readily fills and maintains the membership of all positions, as determined by Florida Statute and the Ordinance.

The cost to support the Board has been computed to be \$90,000 annually.

## THE CHILDREN'S TRUST'S OBJECTIVES AND ACTIVITIES

***The mission of The Children's Trust is to improve the lives of children and families in Miami-Dade County by making strategic investments in their future.***

With the creation of The Children's Trust in 2002, Miami-Dade voters sent a clear message that all children and families in our community should have access to services and care, giving children the chance to lead healthy, successful lives. This is no small task, and there is no overnight solution. The Trust is slowly shifting a social services culture that has evolved over decades where agencies and organizations have been compelled to compete for dwindling resources. Yet, The Trust's commitment is strong and already shows significant results.

With a long-term vision in mind, we strengthened our "signature" programs this past year. Parents told us clearly, in a 2003 Needs Assessment, that quality after-school and summer programs were their highest priority. In 2006, 35,000 school-age children were attending after-school and summer programs supported by The Trust. We expanded our out-of-school and prevention programs for children ages birth to 5 by nearly \$8.5 million last year. To further ensure that all children receive access to these programs, our board approved a special \$3 million funding opportunity for providers in historically underserved areas of our county. We have positively altered the face of children's health in our community, with an initiative that brings physical and behavioral health to children in their schools.

Even as we strengthened our core programs, we introduced several exciting initiatives. Following a series of community dialogues and extensive strategizing, we launched a youth violence prevention initiative. County Commissioner Barbara Jordan, a Trust board member, took the lead in this.

These objectives and activities of The Trust are consistent with the goals established in Section 125.901, Florida Statutes, to provide and maintain preventive, developmental and other services for all children's general welfare; to collect information and statistical data as well as to conduct research helpful to determining the needs of children in the county; and to consult and coordinate with other agencies dedicated to the welfare of children to prevent overlapping services and fill preventive gaps.

In order to promote quality services, we conduct a funding process stressing both efficiency and accountability. We work closely with our partners to help them submit proposals that fit their needs and capacity, and they are adjusting to our reporting and data-collection procedures. Despite the rigor, many service providers have thanked us for improving the overall efficiency of their programs. This learning curve for all of us smoothed out considerably last year; hence, more Trust funding is being used more effectively to benefit more children and families.

- The demand for fiscal accountability increases as our contract numbers grow. The Trust requires strict accounting of all funds. Trust program coordinators work closely with contracted providers to help them file reports on time and meet benchmarks. Trust staff provides significant technical support to start-up and small neighborhood service providers to help them improve their financial systems. The Trust Finance Department monitors all aspects of our procurement processes for efficiency, fair practice and access, as we fund services and activities in accordance with the priorities established in our five-year strategic investment plan (2004-2008), approved by The Trust's Board of Directors.

Within this framework stressing integrity, community, leadership and results, the following organizational goals have been developed to achieve the mission of improving the lives of children and families throughout Miami-Dade County:

- Increase availability, utilization, quality and effectiveness of all funded activities, services and programs.
- Ensure fiscal stewardship and accountability.
- Collaborate and coordinate services by leveraging resources to connect children and families to needed services and programs.
- Conduct research and disseminate results regarding child/family needs.
- Disseminate "best practices" through capacity building and technical assistance.
- Advocate for needed legislative and policy initiatives to meet identified child and family needs.
- Increase community outreach and public awareness.
- Improve services through technology and collaborative information systems.
- Strengthen internal operational efficiency and customer service.

When Miami-Dade County voters created this dedicated source of funding, we promised that we would not be financially burdensome and that taxpayer contributions would offer a superb "return on investment." We are keeping that promise:

Our cost to the median Miami-Dade homeowner is \$51.76 for the year – not even a dollar a week.

Children's young lives cannot wait. Only by supporting our significant program investments with meticulous planning and by building an organization that stresses integrity, community involvement, high-quality leadership and results can we continue to benefit more young lives.

## **PROGRAMS, SERVICES AND ACTIVITIES FOR CHILDREN AND FAMILIES**

### **(a) Defining Significant Outcomes and Measuring Results**

The Children's Trust strives to achieve significant outcomes for children and continuous quality improvement for service providers, which is why significant resources are committed to evidence-based research and tools to measure with accuracy the positive effects funded programs are having on children and families. Research helps us to identify areas for program improvement and to apply lessons learned to benefit other organizations. Each provider is challenged to measure its progress and to look for ways to improve services. In partnership with them, The Trust works to develop realistic and meaningful program outcomes to be achieved by funded agencies, based on best practices and national standards for each respective investment strategy. Highlights of program evaluation results by initiative are detailed in Attachment A. A detailed list of The Trust's funded service providers from FY 2005-06 is found in Attachment B. Attachment C provides a county map of funded site locations.

The 2003 needs assessment study provided the foundation to understand gaps in services for children and families in our community. Comprehensive and accurate statistical data help us understand our progress toward fulfilling our mission. To ensure that The Trust's strategic investment plan reflects the real needs of children and families, all major service initiatives are regularly evaluated to measure the outcomes achieved by participating children and families, as well as to identify areas where programs can improve. Service providers submit regular reports on progress toward expected benchmarks, as well as documenting challenges and technical assistance needs. In addition, The Trust conducts countywide surveys and research to reassess the current needs of children, youth and families in our community.

### **(b) Sustaining and Expanding Direct Services**

***Out-of-School Programs for After-School and Summer:*** Nationally it's referred to as the "3-6 Challenge," the afternoon time when unsupervised children and adolescents are most prone and prey to juvenile crime and experimentation with drugs, alcohol, cigarettes and premarital sex. For an increasing number of working parents, the summer poses another challenge. To help provide quality out-of-school programs for children and youth, The Trust expanded and enhanced support for safe and quality programs in 2006.

The Trust continues to reduce the number of children spending their out-of-school hours unsupervised and unchallenged by investing in quality summer, before and after-school programs. Trust-funded programs provide a secure, nurturing, engaging and supervised environment for children with a wide variety of academic, athletic, cultural and social activities. Required program components include literacy, fitness, healthy nutritious meals, social skills and family involvement. Additional enhancements offered by programs include computer training, musical and fine arts instruction, math, science, and water safety.

In 2006, The Trust funded 69 out-of-school programs at 263 sites, serving 35,000 school-age children (including those with disabilities), at a cost of \$25,281,849.
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While The Trust improves the lives of children and families throughout the county, we reached out particularly to fund programs in historically underserved communities – for instance, Goulds, Hialeah, Hialeah Gardens, Miami Springs and Sweetwater. Grants for FY 2006-07 are projected to show an increase over FY 2005-06, expanding to 78 funded before/after-school, year-round and summer programs,

with 298 site locations, increasing services to an estimated 40,700 school-age children (5-18) and children with disabilities from birth to 22.

The Trust has received very positive responses to its after-school and summer programs. When asked, 84 percent of the children and youth who attended out-of-school programs were positive about their participation and said they would recommend the programs to their friends. Ninety-four percent of parents confirmed that their children enjoyed attending and also reported they would recommend programs to others. Additionally, children and parents positively endorsed items related to child safety, help with schoolwork, and the support and communication from program staff. Other documented child outcomes included:

- 87% of children who attended a summer program supported by The Trust improved their reading skills.
- 82% of children who participated in an after-school program supported by The Trust improved their physical fitness level.
- 80% of regular attendees of the South Florida After-School All-Stars Program (27 sites) improved their FCAT scores in reading and math.
- 86% of children who attended a summer program supported by The Trust improved their social skills.

Positive results for the three primary outcome areas of Trust-funded programs (academics, fitness, and social skills) are detailed in the report of our overall evaluation results provided in Attachment A.

**HealthConnect:** Miami-Dade County has the highest rate of uninsured in Florida. One in five children – as many as 125,000 – lack any form of health insurance. That’s where HealthConnect comes in. The Trust dedicated \$10 million in 2006 to advance this multi-faceted initiative that seeks a comprehensive system of care for all children, prenatal through adolescence and beyond, with the ultimate goal of having the healthiest children possible in Miami-Dade County. Funding for this initiative doubles to more than \$20 million for 2007.

Only a handful of schools – most often funded by special and time-limited grants – previously offered health care. Most were left to rely on occasional visits by scarce mobile clinics and traveling nurses. Our initiative provides a great departure.

By the end of the 2006-07 school year the new HealthConnect scenario will distribute health teams serving 101 schools across the county.

These HealthConnect teams address immediate mental and physical health concerns facing any student, while helping them and their families connect with a consistent health care provider. HealthConnect In Our Schools will complement physicians in the daily maintenance of managing students’ chronic diseases, and attend to mental health, as well as traditional school health services.

Leonard J. Ruan, principal at Frances S. Tucker Elementary School, emphasized the immediate benefit HealthConnect brings to his school: “Whenever you’re serving kids from a needy population, offering [health] care helps keep them in school.”

The Trust and our partners in this initiative, Miami-Dade Public Schools and the Health Department, intend to provide a health team for every Miami-Dade public school by 2011. The Miami-Dade County Public School System and the Miami-Dade County Health Department contribute minimum annual resources of \$7,000,000 and

\$3,000,000 respectively to this collaboration.. Currently, four community-based providers contribute significant in-kind resources to the effort: Health Choice Network, Miami Children's Hospital, the Public Health Trust and the University of Miami/Dr. John T. MacDonald Foundation.

The second component of this initiative, HealthConnect In Our Community, presently funded at \$3,200,000, places community health workers and health navigators around the county. Neighborhood by neighborhood, these community health workers help to connect children and families to primary-care physicians, health insurance and other health services. The Trust funds six agencies to provide 41 community health workers and navigators throughout the county.

HealthConnect In The Early Years, funded at \$7,523,500, will move forward in 2007. First Connect, the primary component of this initiative, with funding of \$6,000,000, will provide free pre- and post-natal home visits by family coaches to expectant teens and first-time mothers. This service will help identify post-partum depression and educate new moms about breastfeeding, parenting skills, and infant behavior, development, nutrition and injury prevention. Together with a host of Miami-Dade obstetricians, birthing centers and area providers, FirstConnect will also guide these young and growing families to appropriate health care and insurance providers.

HealthConnect in The Early Years also includes an initiative to improve systems of care for maternal and child health, to be funded at over \$1,500,000. A Resource Network will coordinate, train and assist providers in program development that will improve the quality of care in the maternal and child health arenas.

**Promotion and Prevention Programs:** Promotion and Prevention programs represent a diverse array of services, delivered in various ways to children, youth, families, and the general public. Currently, The Trust funds 73 Promotion and Prevention programs. In 2006, The Trust increased its funding for such programs by nearly 20 percent. Services promote parenting skills, youth development, literacy and academics, leadership, involvement in the arts, health and safety education, mentoring, nurturing, and education regarding the needs of children with disabilities. Additional programs are designed to prevent violence, child abuse and neglect, school truancy and dropout, and the abuse of alcohol, tobacco and other drugs.

The Trust's promotion and prevention grants currently serve over 22,500 parents and youths. Additionally, our service providers offered activities and events in the community and in schools that benefited more than 65,000 youths and parents, all funded at \$16,438,488.

These programs have demonstrated significant parent and child outcomes: 100% of parents completing the Nurturing Parents program demonstrated appropriate discipline techniques, and 91% felt better able to cope with the stress of parenting. In addition, programs served children at-risk for asthma with home visits that significantly increased parents' knowledge of the disease and how to reduce its risks. Of the girls receiving mentoring services from Jewish Community Services, 89% improved conduct, grades, and school attendance. Youth participating in the Victims Services Center program showed a 91% reduction in depression. More globally,

- 98% of youths who attended youth leadership programs supported by The Trust improved their leadership skills.
- 78% of students who attended an academically focused Promotion and Prevention programs supported by The Trust improved their overall grades in school.

Further detail regarding program evaluation outcomes is reported in Attachment A.

**Youth Employment Grants:** The Trust entered into a grant agreement with South Florida Workforce to provide match funding to expand employment opportunities for youth in Miami-Dade County in June 2006.

\$1 million was made available for summer job-related activities and \$3 million for year-round after-school employment, for a total of \$4 million. A total of 1,900 youth will be served with the funding provided by The Trust.

These grants include opportunities for youth that may lead to unsubsidized employment; career planning activities in actual work experience explorations; work readiness/employability skills and occupational skills training; job placement and retention in employment; and further opportunities where youth can develop an understanding of career options and career pathways available to them.

### **Improving Systems of Care for Serving Children and Their Families**

**211 The Children's Trust Helpline:** Operated by Switchboard of Miami, The Children's Trust Helpline provides families and youth with access to trilingual – English, Spanish and Haitian Creole – telephone counseling services, crisis intervention, information and referral services 24 hours a day, seven days a week. Trained telephone counselors use a directory of more than 3,600 social service programs when counseling callers on their most pressing issues. The helpline also is a valuable resource and referral tool for caseworkers and social service agencies coordinating services for families with children. It can help in the most difficult of circumstances.

One woman's call among the 12,700 fielded in 2006 by Helpline operators sought protection from an abusive relationship, and this victim also needed clothing for her three young children. The Helpline referred her to agencies that provided family therapy and mediation for her relationship, as well as answered her necessity for clothing.

A Trust-funded public awareness campaign that began in April 2006 prompted a dramatic hike in monthly call volumes that produced an average 1,500 calls per month during the summer months. In August, when the campaign was promoting enrollment in after-school programs at the start of the new school year, 2,920 calls were answered.

Whether parents are looking for information about available summer programs or accredited child care centers in their neighborhood or have more serious problems related to violence and substance abuse in the family, specially trained counselors at The Switchboard of Miami are there to answer calls 24 hours a day, 7 days a week in English, Spanish and Haitian Creole, and the community resource database is open to the public via the Internet websites of The Children's Trust and Switchboard of Miami.

The Trust invests a minimum of \$1,400,000 million per year to operate 211.

**Service Partnerships:** Service partnerships provide direct, comprehensive and individualized services to children, youth and families for targeted, at-risk neighborhoods or populations. In 2006, these partnerships include 15 different agencies funded at nearly \$5 million, aiming to generate a comprehensive program or "system of care" to plug the gaps in a fragmented service delivery system. With an emphasis on collaboration, a lead agency coordinates the efforts and expertise of different organizations to create a comprehensive network of services for children

and families who face the greatest challenges in our community. By way of example, The Trust funded \$1 million to the Florida Immigration Advocacy Center to coordinate critical legal and social services for unaccompanied immigrant children.

The neighborhoods that these grants have targeted include Carol City, Opa Locka & Miami Gardens; City of Miami; Homestead/Florida City; Liberty City; Little Havana; Naranja; as well as several county-wide partnerships.

The Trust hosted The System of Care Service Partnership Summit in March 2006, to build the capacity of then current Service Partnership applicants to advance to the full proposal stage and to connect with potential partners.

The Trust's service partnership grants focus on: children of incarcerated parents; children of high conflict divorce and domestic violence; immigrant children who are unaccompanied minors or that have been abused or neglected by family; maternal, infant and child health and children with disabilities; prevention of child abuse and neglect and family violence; prevention of risky behaviors among adolescents; prevention of entry into the juvenile justice system; and, teen parents and their children ages birth to five.

**Children with Disabilities and Their Families:** The Trust makes a significant commitment to include children with disabilities in all funded programs and services, including out-of-school and promotion/prevention programs, resource networks and service partnerships. Removing barriers to services for children and youth with disabilities and other special challenges is the goal of this initiative.

One working mother in Homestead with two sons – an infant and an autistic 3½-year-old, says that her older child “developed tremendously” when she enrolled him in the summer program at The Association for Retarded Citizens (ARC) supported by The Trust. For the parents of children with disabilities who must work to provide for their families, this peace of mind is critical; parents want to know that their child is enrolled in a quality program that can meet the needs of their child.

The Trust has dedicated over \$7 million to programs and services specifically for disabled children and their families.

Many of these programs provide care for “severely disabled” children who require exceptional care provided by highly trained caregivers, sometimes requiring extraordinary expenditures because of the individual and personal attention needed.

Our funded Resource Network provides training and technical assistance to serve providers in meeting the special needs of children with disabilities and their families. This grant, referred to as All Children Together or ACT, moved to implementation in May 2006. ACT has created a website that uses an interactive platform to communicate with interested stakeholders in Miami-Dade County. ACT serves as a resource for training, capacity building, advocacy, and promoting best practices for children with disabilities and their families.

The Trust has consistently advocated removing barriers that block services for all children and adolescents with disabilities and other special challenges. The inclusion of these children and their families is stressed in all our program investments. These programs ensure the safety of participating children in developmentally appropriate and inclusive settings. Through programs funded by The Trust, children with disabilities progress in many areas, including self-help skills, language/literacy, fine and gross motor skills, attention-reasoning, and cognitive skills. For more information on program evaluation results for children with disabilities served in out-of-school programs, see Attachment A.

### **Youth Transitioning to Adulthood:**

The Trust seeks a cohesive and comprehensive system that provides teens from state-supported systems with the opportunities and skills needed to become productive, contributing citizens.

Inspired by a successful Los Angeles-based model and in collaboration with local youth focus teams, The Trust launched [www.icanmakeit.org](http://www.icanmakeit.org), a site rich in resources and guidance for youths transitioning to adulthood. One young adult was among many who attended the September 2006 launch. She applauded the new site's accessibility and moved immediately to the "Housing" category on the site. "I've got two kids," the young mother explained, "I've got to find a place to live."

Additionally, The Trust supported "Lawyers for Children of America," an advocacy group for foster-care kids; funded "Educate Tomorrow" to produce a video and training materials for school trust counselors on the special needs and resources available to these youths; funded four seminars to enhance the life skills of the foster-care population; and increased its support and training of Guardian Ad Litem attorneys.

The Trust will soon release a final report prepared by a consultant in conjunction with input from local stakeholders, summarizing identified national best practices, assessing current services in Miami-Dade County, and recommending a framework for a system that will deliver quality services to vulnerable youth transitioning from adolescence to adulthood without the benefit of traditional family supports. In conjunction with the lead agency for foster care, The Trust hopes that it can assist in improving circumstances for these young people.

The Trust currently funds this initiative at \$1,000,000.

**Leverage and Match Grants:** Seven match awards totaling \$500,000 leveraged an additional \$1.5 million in matching funds from local, state and federal, private and public funds over the last year. This fund continually seeks to increase and maximize community financial resources to expand and evaluate quality programs for children, youth and families. For that reason, The Trust responded with additional match dollars for two special matching opportunities in the past year. The Florida Healthy Kids Corporation released funds for KidCare enrollment outreach in local communities that required a 1:1 local match. The Trust's \$150,000 resulted in an additional \$150,000 in outreach services from Florida Healthy Kids Corporation to the Miami-Dade community. The Florida Department of Education administers federal funds for 21<sup>st</sup> Century Learning Centers throughout the state. Upon entering year 3 of the five year grant cycle, programs must obtain a 20% local match, which The Trust provided through competitive bid to three providers last year. The Trust's match of nearly \$500,000 leveraged an additional \$2 million in quality out-of-school programs serving 2,300 children.

**Emergency Response:** In response to the emergency needs of families and service providers created by Hurricane Wilma, The Children's Trust dedicated \$2 million to an immediate hurricane relief effort. As a result, after-school providers offered full-day care while schools remained closed; service providers with extensive damage received financial assistance; and grants were awarded to United Way of Miami-Dade and the Miami-Dade County Human Services Department to provide housing, food and clothing to families with children severely impacted by the storm.

## **Knowledge Development and Quality Improvement Activities**

**Best Practice Capacity Development:** Working in active partnership with providers and community stakeholders to support planning, implementation and evaluation of high quality programs requires a strong capacity building effort. The Trust has spent \$500,000 on these combined activities:

- **Training Activities:** To help our service providers meet our requirements for accountability and best practice programming, The Trust provided trainings on a variety of topics ranging from "Performance Improvement" to "Bullying Prevention." Our Capacity Training Division facilitated 110 workshops attended by more than 2,600 participants last year. The Trust also funded many community agencies to conduct their own trainings, including the National Black Child Development Institute, the Alliance for Human Services Annual Institute, the Youth Ethics Initiative and the University of Miami's Walk Safe child pedestrian safety program.
- **Continuous Quality Improvement:** Each provider is challenged to measure progress and effectiveness on a continuing basis, and to look for ways to improve services. The Trust holds regular provider meetings, open houses, and executive director forums with The Trust's CEO to facilitate provider input and networking, as well as The Trust's own learning and process improvements. Additionally, continued collaborations with other funders and Florida Children's Services Councils are ongoing around the development of common terminology, application forms, outcomes, and reporting technology.
- **Resource Development:** Planning is underway to collaborate on the development of two resource libraries expected to be housed in the United Way's Center for Excellence complex, one for early childhood educators and parents, and another in partnership with the Center On Nonprofit Effectiveness (C-ONE) for community-based organizations.

**Project RISE Out-of-School Quality Improvement Initiative:** The Research, Inspiration, Support and Evaluation (RISE) initiative is an effort to improve the quality of funded out-of-school programs. In the fall of 2005, providers, stakeholders and The Trust staff concentrated on input to the design phase with the consulting team, and the resulting system is being implemented in 2006. It includes a framework for uniform quality standards and program assessments, individual participant outcome evaluation standards, and training/technical assistance supports for quality improvement, and is implemented by a team of program evaluation and quality improvement professionals, at an annual expenditure of \$576,500.

**Information Systems:** As part of The Trust's continuous efforts in quality improvement, we have improved the overall usability of key information system tools, by:

- Migrating to an IS infrastructure consisting of a Windows desktop system for improved system usability, and a Linux back-end for greater system stability and security;
- Extending our data management system capabilities to allow for improved data collection and data tracking capabilities;
- Planning and implementing a new integrated contract management and financial tracking system for increased efficiency and improved program management capabilities;
- Publishing The Trust's electronic newsletters, providing increased public awareness of key issues, information, and updates on public policy, important initiatives and funding opportunities;

- Initiating an on-line community resource directory, parent knowledge base of best practices, youth transition portal and community calendar;
- Implementing a major redesign of The Children's Trust website that features valuable resources for parents, youth and community service providers, and improved support for The Trust's business needs;
- Implementing a web-enabled, collaborative, community indicator and asset mapping system that will be used to identify key community resources throughout Miami-Dade that will assist social services planners in the identification of child and family needs.

## COMMUNITY ADVOCACY FOR KIDS

### Promoting Laws and Policies That Improve Lives:

The Children's Trust maintains an active presence at both the state and federal levels advocating for issues relating to children and families.

During the 2006 Florida session, the successful efforts of The Trust and other child-care advocates helped lead to an increase in the per-child appropriation for voluntary universal pre-kindergarten; the creation of an Office of Child Abuse Prevention within the Governor's Executive Office and a Child Abuse Prevention Advisory Council; an additional \$5 million for Healthy Start; \$20 million to improve services for community-based care organizations, and \$1 million in outreach for Florida KidCare. Another major accomplishment in Tallahassee included the elimination of more than \$10 million in funding for Florida detention-style boot camps, following the tragic deaths of two Florida teenagers.

The Trust also organized and sponsored the inaugural Florida Children's Legislative Summit in Miami, convening 600 judges, prosecutors, agency officials, teachers and policymakers and leading to an unified children's advocacy agenda for the legislative session. That, in turn, prompted a follow-up statewide event which The Children's Trust helped to plan and co-sponsor.

**Youth Leadership Development:** In order for The Children's Trust to better understand the concerns and priorities of young people, their families, and their neighborhoods, and to promote civic engagement of our youth, a Youth Advisory Committee (YAC) was created, comprised of twelve high school juniors and seniors and chaired by The Trust's board member and student government representative. The members of this diverse group of young people were selected through a comprehensive county-wide application process. The YAC's mission is to be the voice of youth at The Trust, influencing funding and policies to better provide for the children of Miami-Dade County. One of the most important opportunities offered for young YAC members is a series of leadership development and community activities to develop and advance public policy, including pieces of legislation. As part of this effort, members of the YAC will have the opportunity to travel to the state's capitol, and meet with members of the Legislature.

**Community Outreach and Program Promotion:** The Trust's communications department has directed much of its efforts towards raising public awareness about our funded programs and available community services. These efforts include:

- **Resource guides for parents and caregivers:** The Trust published its third trilingual, summer and after-school programs guide, distributing 150,000 free copies throughout Miami-Dade. In partnership with The Early Childhood Initiative Foundation, the monthly parenting Teach More/Love More newsletter is published and a package of parenting information is provided to 32,000 new mothers who give birth annually in Miami-Dade hospitals and birthing centers.
- **Promoting Adoption:** The Children's Trust sponsored a public awareness campaign to promote the adoption of foster children whose parental rights have been terminated. The bi-weekly television profiles of children available for adoption appeared on WPLG/Local 10 in English, WLTV/Noticias 23 in Spanish and on Island TV in Haitian Creole.

- **Public Awareness Grants:** These funds provide sponsorships from The Children's Trust for promotional activities including National Mentoring Month, The Art of Storytelling and Read Across Miami-Dade, which provides a day of activities promoting the joy of reading for more than 5,000 kindergarten students at Parrot Jungle Island on the birthday of children's author Dr. Theodore Seuss.
- **Champions for Children:** Held annually to recognize individuals and agencies whose efforts and programs change children's lives and inspire others to follow their example, this year's honorees included: Retired Miami-Dade Circuit Court Judge William E. Gladstone, Florida Rep. Gustavo Barreiro, Catholic Charities' South Dade Child Care Center, Dave and Mary Alper Jewish Community Center, Kim King Torres of South Florida Urban Ministries and Gail Denise Everett of the Northwest Boys and Girls Club.
- **Our Web Site – Gateway to the Community:** Recognizing that our site serves as an invaluable vehicle and gateway for both our service providers and the public, this past year The Trust posted its new "face," a redesign of [www.thechildrenstrust.org](http://www.thechildrenstrust.org). The revamped site better reflects The Trust's public face – user-friendly and customer-service oriented. Visitors can more efficiently find the information they want.

**Advocacy Promotion Program Grants:** Grants for FY 2006-07 include 10 programs serving over 29,000 children, youth and families, expending \$1,825,804 to provide support for volunteerism, civic involvement and child advocacy; community awareness and education regarding child abuse prevention and the needs of children with disabilities; and development of youth leadership skills. Programs include outreach to families regarding available services and financial supports, including KidCare health insurance program enrollment and healthy start prenatal screening, among others.

## PROGRAMS AND SERVICES – NEW AND EXPANDING INITIATIVES

Miami-Dade County's dynamism requires that we regularly reevaluate our major service initiatives to maintain currency with the needs of children and families, and that we investigate new initiatives to serve them. Ongoing needs assessment will incorporate a major update to a community indicators report, as well as a major population survey of parents regarding child health and well-being that is being conducted in 2007.

All of the funding initiatives currently in place will be continued, with expected expansions in out-of-school and promotion and prevention programs. Several new initiatives have been in the incubation period during 2006, with significant planning and design work accomplished. Many of these innovative service programs will be rolled out in 2007, including:

**Youth Violence Prevention:** Through the spring and early summer of 2006, a wave of violent deaths involving youths and children, many resulting from gun violence, shook the community. Following the suggestion of a Trust board member, County Commissioner Barbara Jordan, The Trust initiated a series of community dialogues in Miami-Dade's poorest and most violence-prone neighborhoods. What we heard convinced us that any solution capable of reversing this trend would require collaboration by many players in the community, some of whom may have little or no history of working together. Coordinated and cooperative intervention, designed to strengthen and improve neighborhoods, is critical to the initiative's success.

The Youth Violence Prevention Project earmarks \$9 million for distribution over a three-year time period in six geographic areas most affected by the violence.

**Quality Counts – Enhancing Early Child Care and Education:** Child care professionals are generally undervalued and under-supported across the state. Recognizing the imperative to reach more children with better care and education in their early and formative years, and to improve standards for those who have chosen this field, we advanced Quality Counts. This initiative will improve early child care.

The Trust has worked actively with both the state government and locally with the Early Learning Coalition of Miami-Dade/Monroe to help make a quality rating system of child care providers a reality and to professionalize the child-care work force in our community. While the state examined how best to implement such a rating system, The Trust facilitated a local stakeholder group focused on a shared mission to improve the quality of child care. Quality Counts enhances the professional development of those working in child-care by helping them to achieve educational goals and afford educational coursework through a scholarship fund, career advice and ongoing professional development.

The Trust is budgeting \$15.3 million through 2008 for implementation of the Quality Counts initiative, which is expected to impact all children in early care and education countywide by improving child and child care provider outcomes.

**Youth Cultural Arts Programs:** In 2006, The Trust awarded \$1 million to the Miami-Dade Department of Cultural Affairs to expand cultural arts programs for children and their families in Miami-Dade County. The synergy spurred by this partnership benefits arts education and outreach programs. Now The Children's Trust and the Department of Cultural Affairs can coordinate and advance shared

goals of strengthening families and seeking ways for all children to achieve their potential by making available more visual, music and performing arts programs.

Through this collaboration, we anticipate that the Department of Cultural Affairs will increase its support of small- and medium-sized cultural groups dedicated to year-round arts programs for kids, allowing thousands of children to participate in arts experiences in their schools, after-care programs and in neighborhood art centers. Special art programs for children with disabilities also are included.

**Starter Grant First Time Awards:** In 2007, The Trust will allocate \$3,000,000 for starter grants to small, community-based organizations to provide further opportunities for accessing public funds on a simplified basis in an amount not more than \$50,000 per grant. Through these grants, Trust funding will reach more children and families by expanding and enhancing cultural arts education, sports activities and other diverse service opportunities, as well as providing necessary equipment and materials for children's programs.

**Organizational Capacity-Building Mini-Grants:** This fund of \$700,000 specifically addresses the capacity needs noted by The Trust staff among funded community-based organizations in the areas of organizational and administrative infrastructure and development. Using a standardized capacity assessment tool to evaluate organizational strengths and needs, agencies funded by The Trust determine priorities and submit a proposed capacity-building plan for approval. Providers currently on a performance improvement plan with The Trust are our highest priority for this support. The Trust demonstrates with this initiative that as a funding agency it will work with contracted providers to enhance their contributions to the needs of children and families.

**Early Head Start:** The Trust's board recently committed \$1,000,000 to fund the expansion of Early Head Start, a best practice program providing services to low-income infants, toddlers and their families. This funding will provide the opportunity for this locally administered, federally funded program to increase significantly the availability of these high quality services to children and families throughout the community.

**Barrier-Free Playgrounds for Children:** Barrier free playgrounds help communities create extraordinary playgrounds where all children, with or without disabilities, can develop essential skills for life as they play and learn together. The Trust has earmarked \$2,500,000 for this new initiative.





Carlos Alvarez, Mayor

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Commission for Women  
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MEMORANDUM

miamidade.gov

EXECUTIVE COMMITTEE

Joan Sampieri  
Chairperson

Carmen Elias-Levenson, CPA  
1st Vice Chairperson

Paula Xanthopoulos  
2nd Vice Chairperson

Gloria Simmons  
Member at Large

Rosa Naccarato  
Immediate Past Chair

TO: Governmental Operations and Environment (G.O.E.) Committee  
of the Board of County Commissioners

FROM: Joan Sampieri, Chairperson  
Miami-Dade County Commission for Women

RE: G.O.E. Workshop on County Boards

DATE: July 11, 2007

COMMISSION MEMBERS

- Magali R. Abad
- Barbara Buxton, Esq.
- Diane Cabrera
- Mikele Aboitiz Earle
- Sandra Hudson
- Anita McGruder
- Grace M. O'Donnell
- Maria E. Roberts
- Gerri Rocker
- Marianne Salazar, Esq
- Barbara Schwartz
- Sandra Martin Seals
- Diana Shinaberry
- Regina Suarez
- Leona Johnson Swilley
- Marisol Tamarazzo
- Bea Weaver, Ed.D.

In preparation for the G.O.E. Committee's follow-up workshop on County boards, the Miami-Dade County Commission for Women submits the following information.

**Section 1. - Board's Mission**

The mission of the Commission for Women (previously known as the Commission on the Status of Women) is to serve as an advisory board to the County Commission, County Administration, the community, and all agencies and persons in Miami-Dade County, on all matters pertaining to the status of women. Ordinance #71-11, which created the Commission for Women, details the duties and powers of the Commission for Women.

**Section 2. – Board's Performance Measures**

Specific activities and initiatives completed by the Commission for Women are the performance measures. Other performance measures include the satisfaction of the board members with the content and conduct of the meetings. Attached is the Active Strategy Enterprise Scorecard for the Office of Community Relations, which includes details of the performance measures for the Commission for Women.

**Section 3. – Accomplishments for the Past 12 Months**

Attached is the Commission for Women's draft annual report for the calendar year 2006 which details the accomplishments in the year 2006. (The final version of the 2006 annual report will be completed and delivered to the County Commissioners shortly). In addition, in the first six months of 2007, board accomplishments include: progress on the Julia Tuttle Statue project, including the selection of the winning statue design and successful fundraising for the cost of the statue; co-sponsorship of the In the Company of Women awards reception for Women's History Month; presentation and co-sponsorship of the Miami Women's Summit on

PAST CHAIRPERSONS

- Rosa Naccarato
- Maria E. Roberts
- Magali R. Abad
- Maribel Balbin
- Ana Magda Guillen
- Kay M. Sullivan
- Evelyn Shea
- Lynn Leight, Ph. D.
- Cary de Leon
- Yvonne B. Burkholz
- Karen Kelly
- Jamiss E. Sebert
- Dorie Lurie
- Rosario Kennedy
- Carolyn Furlong
- Monna Lighte
- Juanita Greene
- Dorothy Yates
- Marvelle Colby
- Anne Wilson
- Mollie Brilliant
- Hon. Elaine Bloom

Laura C. Morilla  
Program Officer/Director

May 12, 2007; continued advocacy for the Equal Rights Amendment; and continued advocacy and progress on improving the services provided to victims of sexual assault.

#### **Section 4. - Accomplishments Since Inception**

Attached is a list of accomplishments from the inception of the Commission for Women. The Commission for Women is especially proud of the instances in which its advocacy has directly resulted in policy change, such as the enactment of a gender price discrimination ordinance and contraceptive equity in the health insurance plans for County employees.

#### **Section 5. – Anticipated Future Accomplishments**

Continued publication of the successful Connections Directory of women's organizations; completion of the Julia Tuttle Statue in the next 18 months; workshops and seminars for women in the community on different topics of interest; Women's History Months programs; continued advocacy for the women of the community, as the needs arise or are brought to the attention of the Board; continued advocacy for legislation that benefits women; continue serving as the eyes and ears of the County Commission when it comes to the needs of women and report back to the County Commission; and continued collaboration with other women's organizations on issues and projects of mutual interest.

#### **Section 6. – Additional Comments**

The Commission for Women currently has 21 out of 26 members; there are five vacancies. The Commission for Women meets on the fourth Wednesday of every month, except in August and December. Going back at least 10 years, only one regularly scheduled meeting of the Commission for Women has ever been canceled, and that was due to Hurricane Wilma in October 2005 because it struck Miami the Monday before the scheduled meeting.

The Commission for Women has had 16 general board meetings from January 2006 to June 2007. Quorum has been met at 11 of those 16 meetings, which is a quorum rate of 70%. In addition, during that same time, there have been countless meetings of the Commission for Women's various committees. The Commission for Women has several active committees, so that the work of the Commission for Women continues without interruption even during a month when there is no quorum at the general board meeting.

The Commission for Women strives to constantly maintain the County Commissioners apprised of its activities. The Commission for Women submits annual reports to the County Commissioners and also Sunset Review Reports every two years as required. Moreover, the Commission for Women provides each County Commissioner with an agenda and minutes of its meetings every month.

ORDINANCE NO. -871-11

ORDINANCE ESTABLISHING THE METROPOLITAN  
DADE COUNTY COMMISSION ON THE STATUS OF  
WOMEN; PROVIDING FOR SEVERABILITY,  
INCLUSION IN THE CODE AND EFFECTIVE DATE

WHEREAS, the status of women in the community has long  
been ignored; and

WHEREAS, recently a President's Commission on the Status  
of Women and a Governor's Commission on the Status of Women have  
been established; and

WHEREAS, the Board of County Commissioners desires to  
create a Commission on the Status of Women,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY  
COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. SHORT TITLE. This ordinance enacted under  
and pursuant to the provisions of the Home Rule Charter of Govern-  
ment for Dade County, Florida, shall be known and may be cited as  
the "Metropolitan Dade County Commission on the Status of Women  
Ordinance."

Section 2. COMMISSION ON THE STATUS OF WOMEN. The  
Metropolitan Dade County Commission on the Status of Women is  
hereby created and established. The commission shall consist of  
twenty-seven members appointed by the County Commission.

Section 3. QUALIFICATIONS OF MEMBERS. Members of the  
commission shall be permanent residents of Dade County. Members,  
while serving, shall not become candidates for election to any  
public office. In order to secure representative membership upon  
the board, each of the eight County Commissioners shall appoint  
three members to the commission and the Mayor shall appoint three  
members to the commission.

Section 4. TERMS OF OFFICE. In order that the terms of office of all members of the commission shall not expire at the same time, the initial appointments to the commission shall be as follows: The Mayor and the County Commissioners shall each appoint one member to the commission for a term of one (1) year, one member to the commission for a term of two (2) years, and one member to the commission for a term of three (3) years. The Chairman shall be elected by the members of the commission for a one (1) year term. Thereafter all appointments shall be made for a term of four (4) years. Appointments to fill any vacancy on the commission shall be for the remainder of the unexpired term of office. A member may be removed without cause only by three-fourths vote of the entire membership of the County Commission. When any member of the commission fails to attend three (3) consecutive meetings without due cause, the chairman shall certify the same to the County Commission. Such member shall then be deemed to have been removed and a vacancy created.

Section 5. ORGANIZATION OF THE BOARD. The members of the commission shall elect such officers other than a chairman as may be deemed necessary or desirable, who shall serve at the will of the commission. Fourteen (14) members of the commission shall constitute a quorum necessary to hold a meeting and take any action. Members shall serve without compensation, but shall be reimbursed for necessary expenses incurred in the performance of their official duties upon approval by the County Commission. The chairman may call meetings of the commission, and meetings may be called by written notice signed by fourteen (14) members and the commission at any meeting may fix and call a meeting on a future date. Minutes shall be kept of all meetings of the commission. All meetings shall be public.

Section 6. DUTIES AND POWERS OF THE COMMISSION. The commission shall have the following duties, functions, powers and responsibilities:

(a) To serve in an advisory capacity to the County Commission, the County administration, the community, and all agencies and persons in Dade County, Florida, in respect to all matters pertaining to the status of women, including but not limited to discrimination against women, employment of women, education of women, establishment of day care centers in the community and attitudes towards women in the community, and to make periodic reports and recommendations to these bodies in respect to such matters.

(b) To make a continuing study of all existing county institutions, facilities and services, and programs dealing with women or affecting women, and consider the future needs of this metropolitan area in respect to such institutions, facilities, services and programs.

(c) To serve as liaison between the County Commission and the County administration, and consult with representatives of said bodies from time to time as requested and necessary in order to carry out the commission's duties and functions.

(d) To make studies and have studies made of the problems of discrimination against women employees, increasing the availability of part-time employment for women, establishment of day care centers in the community, and attributable changes towards women in the community, and to formulate and recommend plans and programs for the coordination of the activities of all governmental entities and non-governmental agencies dealing with these problems.

(e) It is the express purpose of this commission to serve as a medium for responsible persons to utilize and consult with in attempting to understand and solve the many complex problems involved with dealing with the status of women, and to make findings and recommendations to the County Commission and the County administration regarding such matters as are presented to the commission.

(f) To perform such other duties as may from time to time be assigned to it by resolution of the County Commission.

Section 7. LIMITATION OF POWERS. The powers and jurisdiction of the commission shall be purely advisory, voluntary, and persuasive. The commission shall not have any power or authority to subpoena or compel the attendance of witnesses. The commission shall have no power to appoint county officers or employees or to make policy decisions, or to manage, control or administer institutions or programs relating to the status of women in Dade County.

Section 8. SEVERABILITY. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 9. INCLUSION IN THE CODE. It is the intention of the County Commission, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida; that the sections of this ordinance may be renumbered or relettered to accomplish such intention; and that the word "ordinance" may be changed to "section", "article", or other appropriate word.

Section. EFFECTIVE DATE. The provisions of this ordinance shall become effective ten (10) days after the date of its enactment.

PASSED AND ADOPTED: January 19, 1971

**Community Relations,  
Office of**

| LAYOUT | PUBLISH | OPTIONS | SCORING | EDIT

**Scorecard >**

**1.0 Customer**

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
1.1 Improved community relations in Miami-Dade County (OCR)					
▣ Workshops or Forums Held	FY07 Q2	8	6	20	12
▣ Secret Shopper Score (Community Relations)	Cal04	4.8	4.0	4.8	4.0
A. Race or ethnic tension is a problem in Miami-Dade County as a whole	FY05	48.42 %	n/a	48.42 %	n/a
B. Racial or ethnic tension is a problem in my neighborhood	FY05	15.41 %	n/a	15.41 %	n/a
1.2 Intervene and contain community tensions					
1.3 Develop and support Community Relations Boards throughout Miami-Dade County					
▣ Operation Sortie-Increase the number of municipalities with Goodwill Ambassador Programs	FY07 Q2	0	0	0	0
Number of Community Relations Boards in Miami-Dade County	Cal07	8	n/a	8	n/a
Number of Active Community Relations Boards in Miami-Dade County	FY07 Q2	5	n/a	5	n/a

**2.0 Financial**

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
2.1 Meet Budget Targets (Community Relations)					
▣ Revenue: Total (Community Relations)	FY07 Q3	\$0 K	\$474 K	\$0 K	\$1,422 K
▣ Expen: Total (Community Relations)	FY07 Q3	\$453 K	\$474 K	\$1,340 K	\$1,422 K
Positions: Full-Time Filled (OCR)	FY07 Q2	16	16	n/a	n/a

**3.0 Internal**

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
3.1 Administer Goodwill Ambassador & Community Response Team Programs					
Community Response Team Preparedness	Jan 2007	n/a	75.0 %	n/a	n/a
▣ Goodwill Ambassador Preparedness	Jan 2007	100.0 %	75.0 %	100.0 %	75.0 %
3.2 Support of Advisory Boards					
▣ OCR Board Meetings Held	May 2007	5	5	37	35
Overall Board Satisfaction Rating (OCR)					
Percent Satisfied with Meeting (AAAB)	Jan 2007	100.0 %	n/a	100.0 %	n/a
▣ Percent Satisfied with Meeting (BAAB)	Apr 2007	100.0 %	100.0 %	97.6 %	100.0 %

<input type="checkbox"/> Percent Satisfied with Meeting (CRB)	Feb 2007	87.5 %	100.0 %	93.8 %	100.0 %
<input checked="" type="checkbox"/> Percent Satisfied with Meeting (CFW)	Jun 2007	100.0 %	0.0 %	100.0 %	0.0 %
<input checked="" type="checkbox"/> Percent Satisfied with Meeting (HAAB)	May 2007	100.0 %	100.0 %	74.7 %	100.0 %

**4.0 Learning and Growth**

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
4.1 Increase Staff Professional Development					
<input checked="" type="checkbox"/> Administrative Support Staff Training	FY07 Q3	0	1	3	3
<input checked="" type="checkbox"/> Advisory Board-Related Trainings or Workshops	FY07 Q2	2	1	3	2
<input checked="" type="checkbox"/> Public Administration Workshops and Training	FY07 Q3	0	1	3	3

**Initiatives >**

Name	Start	Finish	Complete
2007 Hurricane Preparedness Guide for Worship Community Budget:      Timing: <input checked="" type="checkbox"/>	5/1/2007	6/22/2007	100%
Village Dialogues Budget:      Timing: <input checked="" type="checkbox"/>	1/1/2007	12/31/2007	25%
Asian Heritage Month Celebration	3/1/2007	6/30/2007	
Black History Month Celebration (Feb 07)	9/1/2006	3/30/2007	
Connections Networking Reception-2007 Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	5/1/2007	11/30/2007	15%
Creation of NE Dade Community Relations Board	1/1/2007	12/31/2009	
Creation of Opa Locka and/or Miami Lakes Community Relations Board	4/1/2007	12/19/2008	
Creation of SW Dade Regional CRB	1/1/2007	12/31/2009	
Hispanic Art Expressions Exhibit Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	3/6/2007	10/26/2007	100%
Hispanic Role Model of the Year Luncheon	3/17/2007	9/28/2007	
Julia Tuttle Statue Project Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	1/1/2006	12/31/2008	35%
Pakistan Consular Camp in South Florida	5/15/2007	6/2/2007	
Publication of the Connections Directory of Women's Organizations-2007 Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	6/1/2007	11/30/2007	15%
Yes, you can/"Si se puede" Citizenship Campaign	3/12/2007	3/31/2008	
Miami Women's Summit Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	1/1/2007	5/30/2007	100%
3,000 GWAs for Super Bowl XLI Budget:      Timing:	4/1/2005	2/4/2007	100%
Impact of Immigration Laws in Our Community Conference	4/12/2007	6/7/2007	
Community Relations Plan for Change in Caribbean Government Budget:      Timing:	1/29/2007	12/31/2007	

**Scorecard Details >**

**Exception Report**

**Owners**

**Monitors**

**Scorecard Name:** Community Relations, Office of Williams, Selena  
Capp, Larry

**Bryant, Mae Taylor-  
Wooten, Irene**

**Description:**

**Parent Scorecards**

ACM Scorecard - Curry, Cynthia

**External Applications >**

-  OCR Business Plan (FY06-07)
-  OCR Budget (FY07)

**Child Scorecards**

**Attachments >**

Title	Status	Check Out
 OCR Sortie/Fitness Challenge		

**ANNUAL REPORT**  
**TO THE BOARD OF COUNTY COMMISSIONERS**  
**January 1, 2006 - December 31, 2006**

**MIAMI-DADE COUNTY**  
**COMMISSION FOR WOMEN**

**MIAMI-DADE COUNTY COMMISSION FOR WOMEN**

**EXECUTIVE COMMITTEE**

Joan Sampieri, Chairwoman  
Carmen Elias-Levenson, CPA, 1<sup>st</sup> Vice Chair  
Paula Xanthopoulou, 2nd Vice Chair  
Anita McGruder, Member at Large  
Rosa Naccarato, Immediate Past Chair

**COMMISSION MEMBERS**

Barbara Buxton, Esq.  
Diane Cabrera  
Mikele Aboitiz Earle  
Sandra Hudson  
Major Grace M. O'Donnell  
Maria E. Roberts  
Gerri Rocker  
Marianne Salazar, Esq.  
Nancy Schleifer  
Barbara Schwartz  
Sandra Martin Seals  
Diana Shinaberry  
Gloria Simmons  
Regina Suarez  
Leona Johnson Swilley  
Marisol Tamarazzo  
Bea Weaver, Ed. D.

**COMMISSION STAFF**

Larry D. Capp, Ph.D., Executive Director  
Office of Community Relations  
Laura Morilla, Director/Program Officer II  
Commission for Women  
Christina Spitzer-Taylor, Community Relations Assistant  
Carrol (Faye) Vermont, Executive Secretary

Miami-Dade County Commission for Women  
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## Annual Report to the Board of County Commissioners

By: Joan Sampieri, Chairwoman  
Miami-Dade County Commission for Women  
January 1, 2006-December 31, 2006

The Commission for Women thanks the Board of County Commissioners for its continued support of our work on behalf of the women in the community. Our success and accomplishments could not have been possible all these years without the backing of Miami-Dade County's elected officials and administration.

### **INTRODUCTION**

The Miami-Dade County Commission for Women is pleased to submit its Annual Report for January 1, 2006 to December 31, 2006 to the Board of County Commissioners pursuant to Miami-Dade County Ordinance 71-11, which created the Commission for Women. Attached to this report are materials highlighting our activities for the past year. Also attached are the list of Committees and the agendas for the meetings held in 2006 to provide you with an idea of the issues and projects addressed by the Commission for Women in 2006.

The Commission for Women was created in 1971, as the Dade County Commission on the Status of Women, to serve in an advisory capacity to the Board of County Commissioners, the County Administration, the community and all agencies and persons in Miami-Dade County with respect to all matters pertaining to the status of women. The Commission for Women acts as a clearinghouse for information and services available for women, as a referral network, as a sounding board for women in this County, and as a catalyst for new solutions to address the problems facing women in this community. A copy of the ordinance creating the Commission for Women is attached. On April 13, 1999, the Board of County Commissioners passed an ordinance changing the name of the "Commission on the Status of Women" to the "Commission for Women." A copy of that ordinance is also attached.

### **ACTIVITIES AND ADVOCACY**

#### The Equal Rights Amendment and other Legislation

The Commission for Women continued its strong advocacy for the Equal Rights Amendment (ERA) in 2006. ERA ratification bills were filed in the Florida Legislature in the 2003, 2004, 2005, and 2006 legislative sessions. Members and staff of the Commission for Women met with several legislators to enlist their support for ratification of the ERA by the Florida Legislature, and participated in a coordinated statewide advocacy effort with other organizations. The Commission for Women also made a presentation at the Miami-Dade Legislative Delegation

public hearing on December 18, 2006, to advocate for support for the ERA. The Commission for Women will continue its advocacy for the ERA in 2007 when the ERA ratification bill is expected to be filed again.

The Commission for Women has also established a mentoring relationship with the students at the F.I.U. Women's Studies Program with regard to getting them involved in public affairs and community issues. Students have attended Commission for Women meetings, and the Commission for Women has encouraged these students, through films, workshops and activities, to be more active in legislative matters. As part of this partnership with F.I.U., the Commission for Women's Executive Director videotaped an online lesson about the ERA for use in classes at F.I.U.

In addition to the ERA, the Commission for Women advocated for various other bills of special interest to women through letter writing campaigns, networking with other women's organizations, and meetings with legislators.

#### Women's History Month/Women's History

In observance of Women's History Month, the Commission for Women co-sponsored the annual "In the Company of Women" awards reception with the Miami-Dade Parks Department on March 8, 2006. The reception was held at Vizcaya Museum and Gardens and was very well attended. The Chairwoman of the Commission for Women also served as a panelist on the selection committee that determined the award winners. Many current and past members of the Commission for Women have also been recipients of this prestigious award.

Commission for Women members and staff also made presentations to community groups during Women's History Month.

#### NACW

The Commission for Women is a member of the National Association of Commissions for Women (NACW) and continues to work with NACW on various projects.

#### Local Women's Commissions

There are five women's commissions in Miami-Dade County. In addition to the Miami-Dade County Commission for Women, women's commissions were established by the following cities: Miami, Miami Beach, South Miami, and North Miami Beach. The Commission for Women maintains a productive working relationship with these local women's commissions and joins with them on issues and projects as needed.

## Advocacy for Sexual Assault Survivors

Since 2004, the Commission for Women has made it a priority to improve the quality of services provided to victims of sexual assault. The Commission for Women joined with other community groups to persuade Jackson Memorial Hospital to open a Rape Treatment Center (RTC) at Jackson South in order to facilitate treatment for sexual assault victims in South Dade. The Rape Treatment Center at Jackson South finally opened in the Fall of 2004, and the Commission for Women has continued to work with other groups in 2005 and 2006 to monitor services and staffing at the RTC South.

The Commission for Women has also been concerned about the services provided at the main RTC located at Jackson Memorial Hospital. So, at its meeting of February 22, 2006, the Commission for Women heard from Larry Handfield, the Chair of the Public Health Trust, and from JMH administration about the operations of the RTC. The Commission for Women shared its concerns and its recommendations for a better RTC. After this meeting, the Commission for Women continued its advocacy for better services through correspondence and by participating in follow-up meetings with staff from Jackson Memorial Hospital. Also throughout 2006, the Commission for Women participated in regular meetings with the Women's Fund of Miami-Dade and the We Care Coalition to monitor services provided at the main RTC and to develop better procedures and services.

## Television Programs

The Commission for Women had the opportunity to host three television programs on Cable TAP's community access channel, along with the other advisory boards in the Office of Community Relations. The three shows hosted by the Commission for Women aired in April and May 2006, and the topics discussed were domestic violence, employment discrimination, and the work of the Commission for Women in general. The shows were hosted by Commission for Women members and featured several experts as guests.

## International Visitor Program

The International Visitor Program of the U.S. State Department and the Council on International Visitors often call on the Commission for Women to organize meetings with visiting foreign women to brief them on issues affecting women and other topics of interest to the foreign visitors. Over the years, the Commission for Women has exchanged ideas and strategies with dozens of visiting women, many of whom are dignitaries in their countries. In 2006, the Commission for Women continued to host these international visitors as requested.

### Emergency Contraception Public Education Campaign

In early 2006 the Commission for Women joined the South Florida Coalition to Promote Emergency Contraception, which includes organizations such as the Women's Emergency Network, Planned Parenthood, and the University of Miami. As part of the Coalition, the Commission for Women participated in a public education/awareness campaign about the availability of emergency contraception (EC). The purpose of this public outreach effort was to improve awareness of and access to EC and thereby reduce the rates of unwanted pregnancy and abortion.

The Coalition first conducted a survey of pharmacies in Miami-Dade County to determine the ease of access and the barriers to EC. Then, with the help of the Commission for Women, the results of the survey were distributed to physicians as an insert to the magazine of the Dade County Medical Association. Brochures regarding the availability and proper use of EC were created and then distributed to health clinics, service providers and community groups.

In the Fall of 2006, during this public education campaign, the Food and Drug Administration approved the over-the-counter sales of emergency contraception to women 18 and older. The focus of the public outreach now is to make women aware that EC is available without a prescription. Working with the Coalition in 2007, the Commission for Women will continue to work on this public education campaign.

### Making Strides Against Breast Cancer Walk

On October 7, 2006, a team from the Commission for Women participated in the American Cancer Society's "Making Strides Against Breast Cancer" Walk.

### Julia Tuttle Statue

In 2004 the Commission for Women voted to support the Julia Tuttle Statue project and join forces with the City of Miami Commission on the Status of Women (Miami COSW). There is no public memorial or tribute to Julia Tuttle, the founder of Miami, other than the Julia Tuttle Causeway. The idea of erecting a statue in her honor was first raised in 1996 during the centennial of the City of Miami, but the project initially stalled. Since 2004 the Commission for Women, working with the Miami COSW, has made great progress on this project.

In early 2006, the Related Group officially donated the site for the statue along the Riverwalk in downtown Miami. A national "call to artists" competition was held throughout the Summer and Fall of 2006 seeking designs for the statue. The Project Oversight Committee, which is headed by the Commission for

Women, also began its fundraising campaign and media outreach efforts. The winning design will be selected in early 2007 and fundraising will continue throughout 2007.

#### Countywide Commission for Women Meetings

In 2006, the Commission for Women decided to hold some of its monthly meetings around Miami-Dade County in different venues. The Commission for Women believes that it is important to reach out to all residents of Miami-Dade County and make its meetings more accessible to the public. This also helps the Commission for Women learn about the concerns of women from all over the County and educates the public about the work of the Commission for Women.

The first of these “on the road” meetings was held at Homestead City Hall on October 25, 2006. The next one will be held on March 28, 2007, at the Women’s Park.

#### Speakers Bureau and Public Education About the Work of the CFW

In addition to presentations during Women’s History Month, members and staff routinely speak before community organizations about the mission and work of the Commission for Women. Requests for presentations are made year-round from groups such as the Rotary Clubs and Zonta Clubs, and the Commission for Women uses these opportunities to educate the public about its activities and about the important issues facing women in general.

#### Connections Directory

The Commission for Women’s annual “Connections” Directory of all women’s organizations in Miami-Dade County was published in November 2006. The 2006-2007 Connections Directory lists over 200 women’s organizations with names, addresses, telephone numbers and general information. It is the biggest and most comprehensive Directory ever and is in high demand from elected officials, women’s groups, and individuals around Miami-Dade County. The Directory has become a key networking tool for many in the community.

#### 35<sup>th</sup> Anniversary Reception

Created in 1971, the Commission for Women observed its 35<sup>th</sup> anniversary with a reception on November 16, 2006. The reception was held at the Grand Bay Hotel in Coconut Grove and was very well attended. The guest speaker was Marie Wilson, the president of The White House Project, a national organization that promotes women in public leadership roles and elective office. Reception

attendees were inspired by her dynamic remarks about how women can and should become more involved in public service.

### Women's Survey

In 2006, as part of its 35<sup>th</sup> anniversary activities, the Commission for Women conducted a "Women's Community Survey" to learn about the issues and priorities that matter most to women in Miami-Dade County. The survey was distributed to hundreds of women at meetings, via mailings and via e-mail. The top issues of concern to women as revealed by their responses were: 1. Housing; 2 Healthcare; 3. Education; 4. Pay Equity; and 5. Poverty. The Commission for Women will use these survey responses to plan its priorities for the coming years.

### Women's Summit 2007

In the Fall of 2006 the Commission for Women began to plan the Miami Women's Summit, to be held on May 12, 2007. The Commission for Women, along with the Women's Fund of Miami-Dade and the Dade County Federation of Women's Clubs, is a presenting sponsor of the Miami Women's Summit 2007. The Summit will bring together women from across racial, cultural, and generational lines to forge a common agenda to improve the lives of women and girls. The goal is to create an action plan that will impact public policy and improve the status of women and girls in our community in three areas: Violence Against Women; Economic Empowerment; and Women in Public Leadership.

Commission for Women members and staff participated in several planning meetings in 2006 to secure a venue, develop the topics and identify potential speakers.

### Administrative Activities

Finally, the Commission's staff conducts the administrative and day-to-day activities of the Commission for Women. The staff is responsible for preparing and mailing all correspondence for the Commission; preparing the agenda for the Commission meetings; attending Commission monthly meetings, as well as taking the meeting minutes; attending the meetings of the Commission's various committees and carrying out the directives of those committees; revising and annually publishing the Connections Directory; implementing the decisions made by the Commission; attending community meetings on behalf of the Commission; and organizing all aspects of the Commission's events and activities. The Commission office receives numerous telephone calls daily from women requesting information and assistance on a variety of issues such as domestic

violence and discrimination. The Commission office also provides statistics and other information upon request for persons preparing reports or special projects.

**CONCLUSION**

The Commission for Women is planning a productive year 2007, and attached is a schedule of our year 2007 meetings. Please do not hesitate to call upon us for assistance with issues of concern to you.

***The Miami-Dade County Commission for Women serves the women in our community in many ways -***

***Supporting and advocating for important legislation such as:***

the County Contraceptive Equity Resolution in 2001

the Domestic Violence Leave Ordinance in 1999;

the Living Wage Ordinance in 1999;

Revision 9 to the Florida Constitution in 1998;

the Gender Pricing Ordinance in 1997;

the Family Leave Ordinance in 1991;

the Equal Rights Amendment (ERA); and

the Convention on the Elimination of Discrimination Against Women (CEDAW).

***Sponsoring various activities such as:***

Women's healthcare conferences and workshops.

Workshops on domestic violence, women in business, women and finances, political empowerment, and other issues of concern to women.

Display of the "Silent Witness Initiative" Figures For Domestic Violence Awareness Month in 1999.

Serving on important committees such as the County Manager's Advisory Committee on Women's Issues and the Women's History Curriculum Advisory Committee of the Miami-Dade County Public Schools.

Hosting television programs on WLRN Cable Tap, and making media appearances to discuss a variety of topics of interest to women.

Collaborating on different projects with the Women's Bureau of the U.S. Labor Department, the White House Office of Women's Initiatives, the National Association of Commissions for Women, and the Florida Commission on the Status of Women.

Hosting the 1996 convention of the National Association of Commission for Women in Miami Beach.

Publication of the annual "Connections" Directory of local women's organizations and hosting the annual networking reception.

Hosting foreign women dignitaries through the U.S. International Visitor Program.

Participation of Commission members and staff as speakers at workshops, conferences, Women's History Month events, and diversity day programs.

Co-sponsoring the annual "In the Company of Women" awards for Women's History Month.

Obtained funding for the opening of a Domestic Violence Intake Unit in the Miami Beach Branch Courthouse.

Advocating for the rights of the women asylum seekers detained by federal immigration authorities at the TGK County jail.

Support of the Girls Advocacy Project (GAP) to improve conditions for girls incarcerated in the Juvenile Detention Center.

Collaborating on the "Casa Valentina" project for girls aging out of foster care.

Working towards the creation of a Julia Tuttle statue in Miami

Advocating for the rights of victims of human trafficking.

Advocating for the improvement of services for survivors of sexual assault and domestic violence.

Participating as a member of the Miami Emergency Contraception Coalition to increase awareness of the availability of emergency contraception.

Co-presenting the Miami Women's Summit 2007.

MIAMI-DADE COUNTY COMMISSION FOR WOMEN  
MEETING QUORUM HISTORY

January 25, 2006- Yes

February 22, 2006- Yes

March 22, 2006- Yes

April 26, 2006- Yes

May 24, 2006- No\*

June 28, 2006- Yes

July 26, 2006 – No\*

August 2006 - Board does not meet in August

September 27, 2006- No\*

October 25, 2006- Yes

November 29, 2006- Yes

December 2006- Board does not meet in December

January 24, 2007- Yes

February 28, 2007- No\*

March 28, 2007- No\*

April 25, 2007- Yes

May 23, 2007- Yes

June 27, 2007- Yes

\*Lack of quorum was due to some board members being excused because of illness, travel or work related reasons. In most of these cases, the Commission for Women was short of a quorum by one person

## Community Affordable Strategies Alliance Task Force County Board Presentation

### **Section 1 - Board's Mission:**

On May 9, 2006 the CAHSA Task Force was established by the Board of County Commissioners (R-558-06). The purpose and mission of CAHSA was to make recommendations to the BCC regarding the necessary approaches needed to eradicate the housing crisis in Miami-Dade County.

### **Section 2 - Board's Performance Measures:**

To assist in addressing the housing crisis in Miami-Dade County, the Board unanimously passed the resolution which not only assigned specific task and responsibilities to the Task Force, but ensured participation from a broad cross section of the community by including a list of organizational members. The Task Force was entrusted with the following specific duties, functions and responsibilities:

- To identify the data gathering processes and procedures necessary to evaluate the housing crisis in Miami-Dade County as it relates to households whose income is up to 100 percent of the area median income; and to develop innovative solutions to address this housing crisis. **(Task Completed)**
- To establish methods of obtaining input on community needs and priorities, this may include public meetings, conducting focus groups and convening ad hoc panels. ***(Task performed as part of the CAHSA process and recommendations submitted to institutionalize the community input process.)***
- To develop solutions that should include, but not limited to, recommending additional legislation and enforcement of existing legislation. **(Task Completed)**
- To develop methods to inform the public about available funding and financing opportunities, rental and homeownership opportunities through an expanded public information and consumer education program. **(Recommendations Submitted)**
- To plan and implement the convocation of a Miami-Dade County Housing Summit to be held with the purpose of charting the course in program and policy development for the County as it establishes a comprehensive affordable housing strategy. **(Task Completed)**
- To offer guidance in establishing a one-stop clearinghouse for information relating to housing in Miami-Dade County. **(Task Completed)**
- To serve in an advisory capacity to the Miami-Dade Board of County Commissioners and the Mayor of Miami-Dade County and other public and governmental entities with respect to affordable housing issues. **(On-Going)**

### **Section 3 - Accomplishments for Past Twelve Months:**

At its inaugural meeting on June 15, 2006 the Task Force members established nine committees and agreed to meet regularly to consider the topics identified as critical to the resolution of the housing crisis facing our community. The full Task Force has met a total of six times. The number of independent committee meetings is noted below as part of the summary of the committee reports.

#### **Community Forums and Housing Summit**

The CAHSA members planned and conducted four community forums designed to channel ideas from residents into the CAHSA process. Committee representatives shared the preliminary recommendations of the Task Force, and noted community concerns, at the forums held around the county. The four forums attracted over 200 individuals. In addition, the Miami-Dade County Housing Summit was held on December 2, 2006 at the Miami-Dade College Wolfson Campus under the auspices of the CAHSA Task Force, the Housing Summit Committee, Miami-Dade County and its community partners. The Summit attracted over 500 participants.

In general, the recommendations made by CAHSA directed elected officials' attention to four major aspects of the current housing policy in Miami-Dade County:

- the need to reorganize the existing housing delivery programs in the County;
- the need to facilitate the development and construction of affordable housing;
- the need to provide professional and accessible services to County residents needing assistance in acquiring or maintaining affordable housing; and,
- the need to understand and fulfill the needs of those residents requiring public or special needs housing

### **Section 4 - Accomplishments Since Inception:**

The CAHSA Task Force was created on May 9, 2006 and expired on April 30, 2007. Therefore, accomplishments for the "past twelve years and "since inception" is the same as Section 3.

### **Section 5 - Anticipated Future Accomplishments:**

The members of CAHSA have worked diligently and with extraordinary focus in developing a comprehensive and detailed set of recommendations addressing many of the housing challenges facing our community. Already, many of the recommendations made by CAHSA have contributed to the work of County officials and administration. It is our desire that the work of CAHSA will continue to assist County officials and administration in streamlining procedures to generate more affordable housing. While our community partners and the administration have done a tremendous job working together to address the current housing crisis, the members of CAHSA would like to remain engaged in the re-tooling of the County's delivery system for generating affordable housing. Based on the CAHSA recommendations, should the County

Commission extend CAHSA, in an effort to avoid duplication amongst other County boards, the following responsibilities are recommended:

1. To monitor policies already in place and/or adopted by Miami-Dade County Housing Agency and the Board of County Commission.
2. Participate in the County's Comprehensive Affordable Housing Master Planning process by: (a) providing a panel/forum as a vetting tool for the consultant preparing the County's Comprehensive Affordable Housing Master Plan and (b) review, analyze and provide input into the development of the County's Comprehensive Affordable Housing Master Plan.
3. Provide quarterly status reporting to the Board of County Commission as it relates to the implementation of the CAHSA recommendations and accomplishments under the County's Comprehensive Affordable Housing Master Plan. In areas in which CAHSA finds lack of achievement, such report shall recommend improvements and/or revised strategies by which to accomplish housing goals set forth in the Plan.
4. To serve in an advisory capacity to the Board of County Commission and the Mayor of Miami-Dade County and other public and governmental entities with respect to affordable housing issues.

**Section 6 - Additional Comments:**

The CAHSA Task Force is very appreciative of the opportunity provided by the Board of County Commissioners to serve our community during the housing crisis affecting Miami-Dade County. While many of the duties, functions and responsibilities bestowed upon the Task Force have been completed a need remains for some areas to be further analyzed. The members of CAHSA are committed to being part of the solution to the affordable housing crisis.



**MIAMI-DADE COMMUNITY ACTION AGENCY**  
**Board Chair's Presentation**  
**DRAFT**

History and Purpose of the Community Action Agency:

- The Community Action Agency was established in this community since 1970.
- There are currently 30 members on the CAA Board, representing a cross section of the community; members serve indefinitely, officers may serve for two years and may be re-elected for one additional term.
- The Miami-Dade Community Action Agency Board (the “CAA Board”) was created with several primary functions:
  - To serve in an advisory capacity to the Board of County Commissioners on issues involving poverty;
  - To provide leadership and guidance in identifying and helping to reduce the causes of poverty in Miami-Dade County;
  - To exert its influence to stimulate better use and mobilization of both public and private resources at the local, state, and federal levels to enable low-income persons of all ages to attain skills and knowledge which aid in securing opportunities needed to become self-sufficient;
  - To adopt and/or support programs and projects that are in keeping with and supportive of the mission of the Agency;
  - To involve the economically disadvantaged in developing and carrying out anti-poverty programs;
  - To serve as an advocate for those who are economically disadvantaged on matters of public policy and programs;
  - To promote institutional improvement and desirable changes in social policies and programs;
  - To encourage administrative reform and protect low-income individuals and groups against arbitrary actions.
- Community Action Agency's mission: **To empower economically disadvantaged families and communities through advocacy, resource mobilization and service delivery.**
- Through its policies and procedures, the CAA Board oversees the utilization of the funds that are administered by the agency for the implementation of various programs and services that address the issues of poverty.
- CAA receives more than \$73 million per year in federal, state and local funding to carry out the mission of the agency, including the operation of the County's Head Start program, programs for the elderly, rehabilitation and weatherization programs

for low income homeowners, utility and emergency assistance programs, employment and job placement programs, and employment and training programs through the Greater Miami Service Corps that assists disadvantaged youth.

- Board members representing low-income persons, representatives from the business and civic communities, as well as elected officials and all the other groups that comprise the CAA Board, provide vital insight and information regarding the necessary services to best address the needs of persons of low-income.

### CAA's Major Accomplishments:

#### ***Head Start***

- Secured funding in the amount of \$54,779,000 in 2005, and \$55,454,000 in 2006 from the United States Department of Health and Human Services to operate Miami-Dade County's Head Start Program.
- Secured \$500,000 in VPK funding to provide services to 162 pre-school age children.
- Provided education and early child care services to more than 6,700 children between the ages of birth to five in 2005, and 6,900 in 2006 through the Head Start/Early Head Start Program.
- Received National Association for the Education of Young Children (NAEYC) accreditation for 27 Head Start sites in 2005 and 2006
- Miami-Dade County's Head Start/Early Head Start Program was the only program in Region IV selected to participate in the Culturally Responsive and Aware Dual Language Education CRADLE Project.
- Established and maintained services for children post Hurricane Wilma, at a major shelter in the county.

#### ***Elderly Programs***

- Secured over \$4,000,000 in federal and state funding in 2005 and 2006 to provide services to elders in Miami-Dade County.
- Provided more than 100,000 frozen meals and services to 275 elders through The Meals on Wheels Program.
- Served more than 218,000 meals at senior congregate meal sites throughout the County.
- 202 seniors participated in the Foster Grand Parents Program and provided nurturing and support services to over 1,000 children and their families in programs and hospitals throughout the community in 2005 and 2006.
- Over 200 volunteers provided 20 hours each of service per week to over 800 frail and homebound seniors served through the Senior Companion Program in 2005 and 2006.
- Coordinated disaster preparedness training in conjunction with the Miami-Dade Office of Emergency Management, to all Senior Companion Program participants through a grant from the Corporation for National Service.
- The Florida Department of Elder Affairs presented their Golden Choice Award to three of our most valued volunteers for their unselfish devotion to the residents of Miami Dade County. The awards were presented in Tallahassee, Florida. The winners were
  - **Oria Perez**, from the Senior Companion Program, was recognized for her 27 years of volunteer service, which totaled 54,080 hours. During these 27 years,

she has helped other seniors remain living independently in their homes and today she walks five blocks to get to the nursing home where she lovingly provides her services to bring smiles and a better quality of life to those seniors who need someone to listen and care.

- The Meals on Wheels Program was the recipient of a three-year certification from the Meals on Wheels Association of America at their annual awards event August 2005.
- Over 350 seniors attended the Annual Senior Prom in 2005 and 2006.

### ***Citizen Participation***

- Conducted over 230 meetings throughout the community.
- Completed over 60 community improvement projects in low-income neighborhoods countywide.
- Conducted leadership development and capacity building trainings for 22 neighborhood advisory committees in low-income communities countywide.
- Conducted needs assessments of low-income communities during the post-Wilma disaster.
- Conducted Town Hall meetings in collaboration with Senator Frederica Wilson Office on FCAT performance of students residing in low-income neighborhoods.
- Conducted outreach to assist over 14,000 residents in participating in advocacy and public policy processes on issues related to community development, affordable housing, crime prevention, economic development and infrastructure needs.
- Provided scholarship awards to 33 eligible low-income residents through private and public sector partnerships.
- Conducted hurricane preparedness workshops in Perrine and South Miami, and implemented civic education programs for low-income senior citizens in order to enhance their readiness for hurricane preparedness (pre and post) and other natural disasters.

### ***Energy Programs***

- Received over \$3 million in funding to complete repairs, weatherize and, shutter homes of low to moderate income homeowners, including the disables.
- Completed weatherization repairs and housing rehabilitation services to over 351 homeowners.
- Installed 443 accordion style shutters on the homes of low to moderate-income citizens and disabled individuals to support the establishment of safer homes in the future as it relates to windstorms.
- Painted 229 homes of low to moderate income seniors and families were painted or received paint supplies.

### ***Self Help Programs***

- Received over \$5 million in Community Services Block Grant funds to provide unique services to low-income communities in Miami Dade County that fight poverty and promote self-sufficiency.

- Secured more than \$7 million in Low Income Home Energy Assistance funding to provide essential services to over 50,000 low-income residents.
- Provided emergency assistance, i.e. rent and utility assistance, food vouchers, clothing vouchers, emergency housing to over 3,000 individuals preventing homelessness as a result of evictions.
- Provided employment placement assistance to over 1,300 low-income individuals.
- Ongoing services provided through the nationally recognized FATHERS Project, funded by CSBG funding.
- Leveraged CSBG resources to receive local funding (\$100,000) to assist 75 low income at risk youth in preventing criminal activity and improving school performance.
- Provided educational opportunities for 544 families.
- 132 low income residents successfully completed computer training course and obtained full time employment.
- 44 first time offender youth successfully completed after school intervention and did not have further contact with criminal justice system.

### ***Greater Miami Service Corps***

- Secured more than \$3 million in federal and local funding to provide services to disadvantaged youth.
- Secured U.S. HUD Youth Build grant in the amount of \$500,000.
- 185 young adults were provided with opportunities for paid work experience and training; 83 were placed in full time employment.
- Selected as one of 22 sites in the country to participate in a National Study of youth service and conservation corps conducted by Abt, Associates (a research firm based in Boston.)
- Participated in Gulf Coast Recovery efforts in Kiln, Waveland and Pass Christian, Mississippi, and New Orleans.
  - There is currently no other Board that has such broad representation or support in the community. Support for the current process and Board structure is significant. The Board's composition is significant to Miami-Dade County in that it is required by the agency's primary funding source, Community Services Block grant (CSBG).

# MIAMI-DADE COUNTY COMMUNITY RELATIONS BOARD

## Mission

The primary mission of the Community Relations Board is to:

- Intervene and contain, as quickly as possible, community tensions.

The secondary mission of the Community Relations Board is to:

- work proactively to identify and relieve intergroup conflicts before crises arise;
- to develop bridges of understanding and support programs in the community;
- to foster understanding, communication, and mutual respect;
- to develop and support local or city based Community Relations Boards throughout the county; and
- to assure that resources are in place to respond to community crisis.

Welcome Amy Carswell
  Chooser
  Home
  Help
  Logout
  B

STRATEGY
  BUSINESS REVIEW
  SCORECARDS
  INITIATIVES
  REPORTS
  ALERTS

**Community Relations, Office of**

Scorecard >

**1.0 Customer**

	As of Date	Actual	Goal
1.1 <u>Improved community relations in Miami-Dade County (OCR)</u>			
<input type="button" value="x"/> <u>Workshops or Forums Held</u>	FY07 Q2	8	6
<input type="button" value="x"/> <u>Secret Shopper Score (Community Relations)</u>	Cal04	4.8	4.0
<input type="button" value="x"/> <u>A. Race or ethnic tension is a problem in Miami-Dade County as a whole</u>	FY05	48.42 %	n/a
<input type="button" value="x"/> <u>B. Racial or ethnic tension is a problem in my neighborhood</u>	FY05	15.41 %	n/a

1.2 Intervene and contain community tensions

1.3 Develop and support Community Relations Boards throughout Miami-Dade County

<input type="button" value="x"/> <u>Operation Sortie-Increase the number of municipalities with Goodwill Ambassador Programs</u>	FY07 Q2	0	0
<input type="button" value="x"/> <u>Number of Community Relations Boards in Miami-Dade County</u>	Cal07	8	n/a
<input type="button" value="x"/> <u>Number of Active Community Relations Boards in Miami-Dade County</u>	FY07 Q2	5	n/a

**2.0 Financial**

	As of Date	Actual	Goal
2.1 <u>Meet Budget Targets (Community Relations)</u>			
<input type="button" value="x"/> <u>Revenue: Total (Community Relations)</u>	FY07 Q3	\$0 K	\$474 K
<input type="button" value="x"/> <u>Expen: Total (Community Relations)</u>	FY07 Q3	\$453 K	\$474 K
<input type="button" value="x"/> <u>Positions: Full-Time Filled (OCR)</u>	FY07 Q2	16	16

**3.0 Internal**

	As of Date	Actual	Goal
3.1 <u>Administer Goodwill Ambassador &amp; Community</u>			

Response Team Programs

<input checked="" type="checkbox"/>	<u>Community Response Team Preparedness</u>	Jan 2007	n/a	75.0 %
<input checked="" type="checkbox"/>	<u>Goodwill Ambassador Preparedness</u>	Jan 2007	100.0 %	75.0 %

3.2 Support of Advisory Boards

<input checked="" type="checkbox"/>	<u>OCR Board Meetings Held</u>	May 2007	5	5
<input checked="" type="checkbox"/>	<u>Overall Board Satisfaction Rating (OCR)</u>			
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (AAAB)</u>	Jan 2007	100.0 %	n/a
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (BAAB)</u>	Jul 2007	5.0 %	100.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (CRB)</u>	Jun 2007	100.0 %	100.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (CFW)</u>	Jun 2007	100.0 %	0.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (HAAB)</u>	May 2007	100.0 %	100.0 %

4.0 **Learning and Growth**

As of Date      Actual      Goal

4.1 Increase Staff Professional Development

<input checked="" type="checkbox"/>	<u>Administrative Support Staff Training</u>	FY07 Q3	0	1
<input checked="" type="checkbox"/>	<u>Advisory Board-Related Trainings or Workshops</u>	FY07 Q2	2	1
<input checked="" type="checkbox"/>	<u>Public Administration Workshops and Training</u>	FY07 Q3	0	1

Initiatives >

<b>Name</b>	<b>Sta</b>
<u>2007 Hurricane Preparedness Guide for Worship Community</u>	5/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Village Dialogues</u>	1/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Asian Heritage Month Celebration</u>	3/1/2007
<u>Black History Month Celebration (Feb 07)</u>	9/1/2006
<u>Connections Networking Reception-2007</u>	5/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Creation of NE Dade Community Relations Board</u>	1/1/2007
<u>Creation of Opa Locka and/or Miami Lakes Community Relations Board</u>	4/1/2007
<u>Creation of SW Dade Regional CRB</u>	1/1/2007
<u>Hispanic Art Expressions Exhibit</u>	3/6/2007

Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Hispanic Role Model of the Year Luncheon</u>			3/17/2007
<u>Julia Tuttle Statue Project</u>			1/1/2006
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Pakistan Consular Camp in South Florida</u>			5/15/2007
<u>Publication of the Connections Directory of Women's Organizations-2007</u>			6/1/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Yes, you can/"Si se puede" Citizenship Campaign</u>			3/12/2007
<u>Miami Women's Summit</u>			1/1/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>3,000 GWAs for Super Bowl XLI</u>			4/1/2005
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Impact of Immigration Laws in Our Community Conference</u>			4/12/2007
<u>Community Relations Plan for Change in Caribbean Government</u>			1/29/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		

Scorecard Details >

**Exception Report**

**Owners**

**Moi**

**Scorecard Name:** Community Relations, Office of

Williams, Selena Capp, Larry

Bry:  
Wot

**Description:**

**Parent Scorecards**

ACM Scorecard - Curry, Cynthia

**Child Scorecards**

External Applications >

OCR Business Plan (FY06-07)

OCR Budget (FY07)

Attachments >

**Title**

OCR Sortie/Fitness Challenge



**RECENTLY VISITED PAGES:**

1° Scorecard Detail - Community Relations, Office of

2° EnterApprovePerformanceData



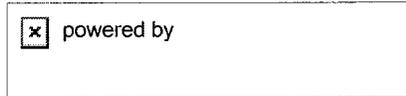
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**Miami-Dade County Community Relations Board**  
**Significant Accomplishments**  
**2006 - 2007**

The CRB joined with the American Red Cross and the Miami-Dade and Florida State NAACP's to reach out to area faith leaders in an effort to build our community's capacity to respond to disaster emergencies. More than forty-five faith leaders representing diverse traditions practiced throughout Miami-Dade convened on November 3 and 4, 2006 for an introduction to state-of-the-art strategies that are intended to empower their organizations to deliver effective disaster services. Information was provided about how faith organizations may get the training and resources needed to provide food, shelter, healthcare and other basic human and family services in communities that are not the traditional focus of mainstream government and civic institutions.

A task force of prominent civic, business and government leaders asked local residents to share their ideas and comments on measures that should be taken to address the county's housing crisis. The CRB worked with the Community Affordable Housing Strategies Alliance (CAHSA) to convene regional community forums to update the public about its progress toward creating recommendations for legislation, policy enhancements and housing programs. Assistance was provided for the conduct of four community forums where more than 200 people participated. The forums were held November, 1, 2, 16 and 20, 2006 at the South Campus of Miami-Dade Community College, the North Campus of Miami-Dade Community College, the Miami-Beach Regional Library and the West Dade Community Center.

The CRB assisted the City of Miami CRB to convene meetings of diverse community leaders to discuss next steps and develop proactive strategies to reduce community tensions and build bridges of understanding and respect during the anticipated community upheaval that will likely occur in the aftermath of the death of Cuban Dictator Fidel Castro. Leaders met in December 2006 and January 2007. The CRB developed a Community Relations Plan for activities pre and post event.

The Miami-Dade Rally to Save Darfur joined our community with people from around the world to confront racial and ethnic hatred. The CRB and a coalition of local organizations invited downtown workers, students and local residents to help raise awareness of the need to stop acts of hatred throughout the world. The rally was held on January 25, 2007 at the Stephen P. Clark Government Center in downtown Miami. Participating organizations included: the Jewish Community Relations Council of the Greater Miami Jewish Federation and its Miami Coalition to Save Darfur; Miami-Dade Branch of the NAACP; Miami-Dade County Public Schools; University of Miami Black Law Students Association; Haitian-American Grassroots Coalition; Masjid Al-Ansar Islamic and Personal Development Center; Miami-Dade County Asian American Advisory Board;

Miami-Dade County Black Affairs Advisory Board; Miami-Dade County Commission for Women; Miami-Dade County Hispanic Affairs Advisory Board; Council for American Islamic Relations of Florida; Dade County Alumnae Chapter of Delta Sigma Theta Sorority, Inc.; American Jewish Committee; ACLU of Miami-Dade; Miami-Chapter of Amnesty International; and Florida Memorial University.

Ongoing raids by agents of the U.S. Department of Homeland Security have created a sense of fear and panic among many residents of Miami-Dade County. The CRB joined with members of the Board of County Commissioners (BCC) and with other community leaders and immigrant advocates to propose a county resolution calling on the U.S. Government to immediately stop the detention and deportation of non-criminal immigrants and area residents who are expected to benefit from comprehensive immigration reform. A Valentines' Day (February 14, 2007) Leadership Meeting brought together elected officials and advocates representing diverse cultures and nationalities to build consensus for a resolution. Following the meeting the CRB assisted members of the BCC to convene a press conference where the initiative was announced. Soon after these events, the BCCC unanimously adopted a Resolution Calling for a Moratorium on Detentions and Deportations of Non-Criminal Immigrants and Prospective Beneficiaries of Comprehensive Immigration Reform Legislation. Important leadership for this initiative was provided by Commission Chair Bruno Barreiro, Vice Chair Barbara Jordan and Commissioners Kay Sorenson, Audrey Edmonson, Sally Heyman, Joe A. Martinez, Carlos A. Gimenez, Dennis Moss and Jose Diaz.

The CRB convened an orientation and planning event for all its members on March 16, 2007. The purpose was to build the CRB's capacity to respond to intergroup conflict, work proactively to reduce community tensions and implement strategies that will foster mutual understanding, cooperation and respect among the diverse economic, social, religious and ethnic groups in the county. The CRB's capacity is enhanced by a membership that is fully aware and committed to its mission and that is engaged in identified strategies to achieve it. The goals were to: 1) determine our priorities for 2007, and 2) commit individually to accomplishing our mission.

Shooting of civilians by police officers in Miami-Dade County remains one of our most volatile community relations challenges. The CRB, and its Police and Community Relations Task Force, convened a community briefing in Leisure City to update area residents about the progress of the investigation into the fatal shooting of Mr. Ruben Rivera-Ayala by a Miami-Dade police officer in May 2006. There was a high level of community concern about this shooting because Mr. Ayala was widely known in the neighborhood, he was nearly 60 years old, and his grandson may have witnessed the shooting which took place in a parking lot near a busy intersection. There were also widespread rumors that Mr. Ayala was

unarmed. A panel of representatives from the Miami-Dade Police Department released non-sensitive information about the shooting to the public and they described the investigation activities to date and what tasks must still be performed. County Commissioners Dennis Moss and Katy Sorenson joined with other community leaders to hear resident's concerns and to share insights on what can be done to improve police and community relations in the area. Members of the public, including the dead man's family, were given an opportunity to ask questions and make comments. Meetings such as this, that include residents and families, and that follow controversial shootings by police are always uncomfortable and challenging for everyone involved. The CRB also understands that these community dialogues are effective in helping to reduce tensions and build greater trust between citizens and law enforcement.

The CRB submitted to the County Manager in December 2006 recommendations for addressing community concerns related to the Miami-Dade Police Department Racial Profiling Study. The County Manager had asked the CRB to assist in gathering additional community input about the Racial Profiling Study and its findings. The CRB, along with members of the county's Black Affairs Advisory Board, Asian American Advisory Board, Hispanic Affairs Advisory Board, Commission for Women and the Independent Review Panel convened a community forum on the Miami-Dade County Police Department's Racial Profiling Report. The forum was held at the Joseph Caleb Center. The forum's goals were to educate the community about the report's methods and contents, provide an opportunity for community comment on the findings, and explore proposals for addressing real and perceived inequities. The CRB believes that it's most important contribution may be to provide a forum for dialogue and discussion among law enforcement and community leaders and our citizens about how to address both the perceptions and the realities of police racial profiling in our community.

The 2006 General Elections in Miami-Dade County were hotly contested. As Election Day approached, the CRB joined with local civil rights organizations to convene a ground-breaking community dialogue about the challenges to civility in Miami-Dade County's 2006 elections. The "Community Dialogue on Fostering Civility in Elections" brought together leaders of our diverse ethnic, racial and cultural populations to focus on the campaigns of candidates seeking office in Miami-Dade. Leaders of respected civil rights organizations shared their recent experiences and recommended strategies for holding candidates accountable. Participants heard about the benefits of ethical campaigning and explored strategies for promoting civility, improving public confidence and fostering mutual cooperation and respect. The Dialogue was also broadcast live on the county's cable television channel.

The reduction of racial and ethnic disparities in arrests and discipline at Miami-Dade public schools was the topic of a community dialogue that highlighted local

efforts that have been successful. The CRB joined with the Miami-Dade County Public Schools, the NAACP, the Office of the Public Defender and other key agencies and community groups to convene a series of dialogues over the past three years. Educators, juvenile justice professionals and concerned citizens have come together to address persistent challenges to racial equality in our schools and our communities. The dialogues have inspired cooperative efforts, inquiry and action to reduce delinquency and to improve the academic performance among our children and youth. Attendance at the three events was nearly four hundred overall.

Unequal and discriminatory practices in the handling of immigrants in Miami-Dade County have long been a source of tension between members of our diverse population. During the past two years, leaders in the U.S. Senate and House of Representatives have considered a range of federal immigration legislation that would have sweeping impact in our community. The Miami-Dade County CRB worked with our local elected officials and community leaders to unite our diverse communities around immigration reform priorities that uphold our common commitment to equal treatment and due process for all immigrants. Members of the Miami-Dade Board of County Commissioners, in particular, have provided critical leadership and support to this effort.

In 2006, the CRB convened a Fair Immigration Summit in collaboration with multi-cultural and multiracial coalitions of advocacy and community groups. More than 100 local elected officials and community leaders participated in the Summit. Priorities were adopted for legislative and policy change that are consistent with the priorities adopted by the County Commission for its 2006 Federal Legislative Package. These fair immigration priorities included support for: regulatory enforcement; worker protection; pathways to citizenship; and assess to education and healthcare.

These were the priorities that members of the Miami-Dade County Elected Officials and Grassroots Leaders 2006 Fair Immigration Delegation shared with members of Congress and the administration during a visit to Washington D.C. in March 2006. The CRB was able to bring together leaders representing our diverse immigrant populations and the native-born community to communicate our common commitment to equal treatment and due process. The assistance of the Board of County Commissioners and of Mayor Carlos Alvarez was invaluable to this effort. We were able to educate and inform our nation's leaders about our community's priorities for fair and just immigration reform.

The CRB's ability to bring together diverse constituencies and facilitate effective dialogue was noted by officials from the U.S. Department of Homeland Security. The CRB was invited to host a "Community Forum with United States Citizenship and Immigration Services Ombudsman." More than one hundred community leaders and advocates attended the forum and were given an opportunity to tell about the problems citizens and employers are having and how the Citizenship

and Immigration Services agency can do better. This forum was televised live from the Board of County Commission Chambers and aired on the Miami-Dade County Cable Television Channel.

The recent intensification of immigration enforcement activities in Miami-Dade County along with media reports about overcrowding and conflict between groups of varied national origin have raised concerns among many in our community about the treatment of detainees in the Krome Avenue immigrant detention facility. In June 2007, the Miami-Dade County Community Relations Board convened a fact-finding tour of the Department of Homeland Security's Krome Detention Facility. CRB members found that conditions in the Krome facility on the day they visited were greatly improved from what had been previously reported. The CRB delegation met with Mr. Michael Rozos, DHS Field Office Director, who is responsible for the operations of the Krome detention center. DHS staff members accompanied the seven CRB members and three county staff on a comprehensive three-hour tour which included visits to the reception and visitor areas, medical facilities, cafeteria, dormitories, recreation areas, and isolation units. Delegation members were greeted by DHS staff that responded to their questions and the delegation interacted with detainees when they were encountered.

The CRB issue a statement encouraging the community to ask the federal government to release Haitian refugees who arrived by boat on a Broward County Beach on March 28, 2007. The request was based on humanitarian reasons, to improve the refugees' access to legal council and to allow them a greater opportunity to prepare asylum claims.

The CRB has worked with law enforcement and grassroots organizations to clarify the policies of Miami-Dade, City of Miami, Homestead, Florida City and other local police departments toward the enforcement of U.S. immigration polices. Leaders of the departments stated that local law enforcement officers will not engage in the enforcement of civil citations issued for violations of federal immigration regulations.

CRB member Mr. Didier Fabien and Community Relations Assistant Mr. Yvans Morisseau represented the CRB at a meeting with the Prime Minister of Haiti and at other meetings with diplomats (arranged with the assistance of Congressman Meek) in a visit to the island nation. The CRB representatives joined a delegation from the Miami-Dade Haitian-American Grassroots Coalition to encourage the government of Haiti to request TPS for Haitian nationals currently in the U.S. The delegation from Miami Florida encouraged the Prime Minister to help inform the Haitian Government about the need for Haitian President, Rene Prevail to submit a request to President Bush requesting that Haitian Nationals be granted Temporary Protective Status.

The CRB and its Fair Immigration Committee convened a delegation of Miami-Dade elected officials and grassroots leaders to travel to Washington D.C. for a series of

meetings with members and representatives of the United States Congress on May 2 and 3, 2007. The Delegation informed our nation's leaders about local priorities for fair and just immigration reforms that are consistent with Miami-Dade County's 2007 Federal Legislative Agenda. Priorities discussed included: employment and worker protection; family re-unification and pathways to citizenship; border protection and homeland security; access to education; temporary protected status for Haitians and Central Americans; passage of the Haitian Refugee Immigration Fairness Improvement Act; and an immediate end to the detention and deportations of non-criminal immigrants who are expected to benefit from comprehensive immigration reform.

In June 2007 the CRB membership elected the following members of the Executive Committee who will take office in September 2007:

Chair: Dr. Harold Vieux  
Vice Chair: Mr. Mario Artecona  
Secretary: Ms. Joanne Harvest Koren  
At Large: Mr. L. George Yap  
Mr. Ahmed Kabani  
Ms. Adora Obi Nweze  
Ms. Reinaldo Valdes

Other significant activities conducted by the CRB during 2006 and 2007 include:

- Awarded, along with local Princeton Alumni and the City of Miami CRB, the 2006 and 2007 Princeton Prince in Race Relations to area high school students who have performed significant service toward uniting our diverse cultures.
- Convened a Leadership Briefing with Fair Immigration Advocates and the Director of Legislative Affairs for Senator Mel Martinez for an update on federal immigration legislation.
- Met with members of the City of Opa-locka Community Relations and Recreation Committee to discuss opportunities and assistance intended to strengthen the Board's role in resolving community conflicts.
- Conducted an orientation with the members of the City of North Miami Community Relations Board to enhance their understanding of roles and responsibilities and to improve their capacity to respond to intergroup relations issues in the community.
- Adopted a resolution encouraging the Board of County Commissioners to adopt ordinances mandating Inclusionary Zoning as an effective strategy for increasing much needed housing opportunities for the middle income workforce segment of our resident population.

**Miami-Dade County Community Relations Board**  
**Accomplishments Since Inception**

- Intervened to reduce and contain community tensions during civil disturbances throughout Dade County.
- Created and oversaw an effective Crisis Prevention and Response Team.
- Intervened on behalf of disenfranchised communities through an ongoing multi-agency conference approach.
- Conducted numerous community forums and events that identified emerging problems and promoted intergroup harmony and understanding.
- Provided a catalyst for the development of important county-wide initiatives including: Metro-Miami Action Plan, Partners for Youth and Independent Review Panel.

**MIAMI-DADE COUNTY COMMUNITY RELATIONS BOARD**  
**ANTICIPATED FUTURE ACCOMPLISHMENTS**  
**July 2007**

**Miami-Dade County Hurricane Preparedness Campaign for Faith-based Organizations:** The Miami-Dade County CRB will continue to work with the American Red Cross, and the Miami-Dade and the Florida State Conference of the National Association for the Advancement of Colored People (NAACP) to reach out to faith leaders to help build our community's capacity to respond to disaster emergencies. The CRB will help facilitate the implementation of a training program that will build the capacities of faith-based organizations that want to (1) operate a self-reliant emergency shelter, (2) operate a feeding kitchen, and/or (3) facilitate case-management services to persons in need. Faith organizations will be encouraged to mobilize caring and capable volunteers to provide much needed assistance that is culturally, linguistically, and socially appropriate. Miami-Dade faith organizations will be introduced to state-of-the-art strategies that can empower them to deliver disaster services to your constituents and communities. This strategy is consistent with the county's previous efforts and is a logical follow-up to OCR's previous initiative.

**GLBT Working Group:** The CRB will establish a working group to help determine the best method for ensuring the provision of needed county and other services to the gay, lesbian, bisexual, and transgender (GLBT) communities in Miami-Dade County.

**County-Wide Community Relations Conference:** The CRB will work with the Office of the Mayor and with municipal community relations boards and other partner organizations to organize and sponsor a countywide conference on "Diversity and Community Relations."

**Mayor's Update:** The CRB leadership will meet quarterly with the Mayor to share insights, observations and recommendations for the enhancement of efforts to achieve county-wide community relations goals and objectives.

**Community Forum on Diversity in the Workforce: Miami-Dade County Government:** The CRB, through its Education and Advocacy Committee, will convene a community forum to explore the status of diversity in the workforce of the county government and to foster initiatives to enhance diversity in employment and service delivery. The forum will feature panelists representing county departments who will be invited to provide information and address issues followed by questions and answers with the audience.

**Community Relations Technical Assistance:** The CRB will provide ongoing technical assistance and support to existing municipal community relations boards to develop leadership by enhancing boards and member's abilities to respond effectively to intergroup relations challenges in local communities.

**CRB Expansion:** The Miami-Dade County CRB will continue to work with community leaders to encourage the creation of local CRBs and provide important assistance and collaboration for the effective functioning of existing CRBs. Municipal and/or regional community relations boards provide critical local leadership and liaison with the Miami-Dade County CRB for the resolution of intergroup tensions, intervene in community crisis and build bridges of understanding, and foster communication and mutual respect among diverse populations. The CRB will implement an approach that includes: identifying priority communities; engaging and securing the support and participation of key elected officials: County Commissioner, City Mayors, Council Members, City Manager; identify and convene stakeholders and community leaders; convening committed leaders to determine the CRB mission, structure and to secure necessary resources; facilitating adoption of enabling legislation; and training and orientation of the new members.

**Community Dialogue on Immigration Enforcement by Local Police:** The CRB, through its Fair Immigration Committee, will work with Miami-Dade Police Director Robert Parker to convene a dialogue among immigrant advocates, community leaders and county and municipal police chiefs. The purpose is to clarify policies and facilitate dialogue about the involvement of local police agencies in the enforcement of federal immigration policies involving non-criminal civil citations. The benefits are to reduce community tensions, improve police and community relations and foster mutual understanding and respect.

**Fair Immigration Delegation to Broward Detention Facility:** The CRB will work with the U.S. Department of Homeland Security (DHS) to conduct a fact-finding tour of the Broward Detention Facility. This tour will be conducted at the invitation of Mr. Michael Rozos, DHS Field Office Director, who hosted the CRB's recent tour of the Krome Detention facility. We understand from Mr. Rozos that the Broward facility includes a greater proportion than the Krome facility of non-criminal detainees with stronger ties to the South Florida community. A tour of the Broward facility by a delegation of respected community leaders may serve to reduce anxiety among many in our community about the state of the human and civil rights of immigrant detainees. There is currently a need to reduce fear and help to re-assure our constituents that the rights of immigrants in our community are being protected and that sufficient effort is being made to ensure their health and safety.

**Community Relations Plan for Change in Cuban Government:** The CRB will work with the City of Miami CRB and with appropriate county and municipal agencies and leaders to help reduce intergroup tensions and foster mutual understanding and respect upon the death of Cuban Dictator Fidel Castro. The CRB will issue a statement asking that all of our residents exercise patience and understanding during this time of change, celebration, and hope. The CRB will ask all members of our diverse community to demonstrate their feelings about the changes in Cuba in a manner that is respectful and sensitive to the needs of all of our neighbors who desire to carry out their normal routines of work and family life. Residents will be reminded of the opportunity for our entire

community to demonstrate to each other and to the world the levels of respect, sensitivity, and understanding that makes our diverse community the very special place that it is.

**Community Participation in Charter Review:** The CRB will implement strategies to help ensure community participation and input into the Miami-Dade County Charter Review process. The CRB will work with community organizations and leaders to provide information and opportunities for dialogue. The CRB anticipates convening community events that facilitate input and consensus about provisions of the charter that contribute to intergroup conflict and that will encourage empowerment of a greater proportion of our citizenry.

**CRB Committees:** The CRB will continue to address a broad range of community issues and concerns through its various committees.

The CRB's current standing committees, their chair persons and purposes are as follows:

**Education and Advocacy**

*Chair: Ms. Valerie Davis Bailey*

*Purpose:*

- 1. To develop education programs in the field of community relations with a focus on cultural competency and sensitivity.*
- 2. To monitor the development of CRB media relations, outreach and public information activities.*
- 3. To provide proactive education and training in appropriate strategies for advocacy and the expression of dissent.*

**Criminal Justice/Law Enforcement**

*Chair: Activities currently conducted by the Police and Community Relations Task Force*

*Purpose: Studies, monitors and make recommendations regarding issues of importance in the community relative to police-community relations, use-of-force issues, racial/ethnic profiling and other policy issues particularly related to "best practices."*

**Housing and Economic Issues**

*Chair: Ms. Ann Cumbie and Mr Reinaldo Valdes*

*Purpose: Takes an overall view of economic development, employment and housing issues and recommend strategies for interventions, programs and activities that would promote opportunity, parity and inclusion, and reduce intergroup tension.*

**Fair Immigration Coalition**

*Chair: Rev. Dr. Harold Vieux*

*Purpose: Assists Miami-Dade elected officials and grassroots leaders with initiatives seeking equity in immigration policies and practices. Educates the Miami-Dade Legislative Delegation,*

*Congressional and Administration officials and state and local leaders about related legislation and policy proposals.*

CRB Ad Hoc Committees, their chairpersons and purposes are as follows:

**Research**

*Chair: Appointed as Needed*

*Purpose: Implements and monitors scholarly research on issues relevant to community relations and “best practices” relative to strategies and interventions. A primary focus area is to assess intergroup tension and community relations. To involve local colleges and universities in community relations research.*

**Community Response**

*Chair: Mr. George Yap*

*Purpose: Works closely with the CRB and staff for the monitoring, prevention and response to intergroup tensions and crisis. Ensure that resources are in place to respond to community crisis. Provides guidance for the implementation of the Miami-Dade County Goodwill Ambassadors program.*

**Task Force on Police and Community Relations**

*A subcommittee of the Criminal Justice and Law Enforcement Committee*

*Chair: Mr. Farrel Owens and Dr. Bradford Brown*

*Purpose: Brings together law enforcement and community leaders of good will to establish an agenda for enhanced relations. Develops consensus around mutually agreed upon responses to the range of community and law enforcement issues and perceptions. Focus is on building public trust and achieving a safer and more just community for residents and law enforcement alike.*

**Nominating Committee**

*Chair: Rev. Dr. Walter T. Richardson*

*Purpose: Recommends to the CRB and to the Board of County Commissioners qualified individuals for appointment to the CRB. Works to ensure that the CRB membership is broadly representative of the various social, racial, religious, linguistic, cultural, economic, national origin and geographic groups comprising the population of this County and that each member possesses and outstanding reputation for community pride, interest, integrity, responsibility, and business or professional ability and a documented commitment to intergroup relations.*

As other needs may arise during the course of business, the CRB may establish or adjourn committees as appropriate.

## **Dade-Miami Criminal Justice Council**

The Dade-Miami Criminal Justice Council was initiated under the Office of the County Manager in 1972. It was officially created through joint legislative action: the City of Miami adopted an Ordinance on January 24, 1978 and the Miami-Dade County Board of County Commissioners adopted a resolution on February 7, 1978.

The Dade-Miami Criminal Justice Council was established and officially recognized for the County-wide coordination of criminal justice activities. It was charged with all responsibilities formerly carried out by the Dade County Criminal Justice Advisory Council which had been established by action of the Governor's Council on Criminal Justice and in accordance with applicable provisions of the Omnibus Crime Control and Safe Streets Act of 1968 and subsequent amendments to that Act: the Juvenile Justice and Delinquency Prevention Act of 1974, the Justice Systems Improvement Act of 1979, and guidelines of the Law Enforcement Assistance Administration.

The Council also meets the requirements of the Justice System improvement Act of 1979 and all relevant guidelines in order to qualify as the Criminal Justice Advisory Board for the combination Miami-Dade County Entitlement Jurisdiction.

The Dade-Miami Criminal Justice Council was established:

- To encourage and facilitate coordination and cooperation between and among the various agencies of the criminal justice system in Miami-Dade County.
  
- To provide for coordination through the efficient and effective use of federal funds from various sources, to improve the criminal justice system.
  
- To provide advice to local officials on City and County criminal justice related programming and funding needs.
  
- To provide legislative analysis and development at the local, state, and federal levels.
  
- To consider local criminal justice issues as they arise and are brought to the attention of the council or its staff, thus encouraging appropriate cooperative criminal justice agency response.
  
- To provide technical assistance to criminal justice –related agencies in the areas of concept development, grant writing, data collection, record keeping, evaluation, etc.
  
- To serve in an advisory role in comprehensive planning for all segments of the criminal justice system in Miami-Dade County.
  
- To serve in an advisory capacity, when asked, to any private or public agency whose activities are related to the criminal justice system.

The Council has 36 members on board, and never lacks a quorum for its scheduled meetings. Staff routinely monitors funded programs and provide technical assistance as needed in the following program areas funded through the Alliance for Human Services:

- Family Empowerment (12 programs - 664 youths and their families served in 12-month period)
- Neighborhood Empowerment (7 programs – 701 youths and families served in 12-month period)
- Stay-In-School (6 programs – 463 youths served in 12-month period)
- Youth Gang Program Initiatives (4 programs – over 1,000 individuals reached through annual Gang Summit and 24-hour hot line; 22 youths and their families served through counseling services).
- 

The Dade-Miami Criminal Justice Council (DMCJC) staff has a number of performance measures embedded in the County's Active Strategy Enterprise (ASE). These scorecard for these measures are part of the Department of Human Services (DHS) Scorecard detail. These are:

Main objective: To enable the DMCJC's advisory, program development, and oversight functions

Enabling objectives:

- Number of Quarterly DMCJC meetings
- Number of DMCJC contract officer meetings
- Number of DMCJC staff annual legislative meetings
- Number of Grants Advisory Board Meetings conducted
- Number of meetings held with DMCJC/Alliance for Human Services funded agencies
- Number of inter-board linkage meetings
- Number of Quarterly DMCJC committee meetings
- Number of planning meetings held with the Youth Crime Task Force
- Number of program site visits conducted by DMCJC staff
- Number of research hours for special DMCJC issues.

**Miami-Dade County  
Domestic Violence Oversight Board**

Section 1- Mission

The Miami-Dade County Domestic Violence Oversight Board (DVOB) was created by County Ordinance in 1994 to serve in an advisory capacity to the Board of County Commissioners with respect to issues affecting or relating to domestic violence. The Board was mandated pursuant to Florida Statutes to oversee use of the portion of proceeds from a Local Option Food and Beverage Tax dedicated to construction and operation of domestic violence centers. However, the Board is also charged with ensuring that a coordinated and responsive continuum of services is available and accessible for victims of domestic violence and their children in Miami-Dade County. Staffed by the Miami-Dade County Department of Human Services, the DVOB is committed to protection, advocacy and support of domestic violence victims through collaborations with survivors of domestic violence, law enforcement, the justice system, victim advocates and all who assist in moving victims toward safe and productive lives.

Section 2- Performance Measures

- Convene 11 regular Board meetings annually, committee meetings as needed.
- Manage contracts for domestic violence service providers.
- Assist in activities that support coordination of response to domestic violence.
- Support capacity building for service delivery system.

Section 3- Accomplishments for Past 12 Months

<b>Meetings Held B/W June 2006- June 2007</b>	<b>Quorum</b>
Regular Meeting - June 22, 2006	No
Finance Committee - June 29, 2006	No
Finance Committee - July 19, 2006	Yes
Regular Meeting - July 27, 2006	Yes
Finance Committee - August 23, 2006	Yes
Construction & Needs Assessment - August 23, 2006	Yes
Finance Committee - September 12, 2006	Yes
Finance Committee - September 26, 2006	Yes
Executive Committee- September 26, 2006	Yes
Regular Meeting - September 28, 2006	Yes
Regular Meeting - November 16, 2006	Yes
Regular Meeting - December 14, 2006	No
Regular Meeting - January 25, 2007	Yes
Regular Meeting - February 22, 2007	Yes
Regular Meeting - March 29, 2007	Yes
Regular Meeting - April 27, 2007	No
Community Education & Collaboration – May 10, 2007	Yes
Regular Meeting - May 31, 2007	Yes

Meetings Held B/W June 2006- June 2007	Quorum
Community Education & Collaboration – June 13, 2007	Yes
Regular Meeting – June 28, 2007	Yes

Contracts Managed and Monitored:

- Victim Response, Inc. – Domestic Violence Center Operator
- M.U.J.E.R., Inc. – One Stop Center for Domestic Violence/Sexual Assault
- Women’s Shelter of Hope - One Stop Center for Domestic Violence/Sexual Assault
- The Thurston Group, Inc. - Independent Evaluator of Domestic Violence Centers
- Advocate Center for Training & Treatment – Training and Research
- M.U.J.E.R, Inc. -Domestic Violence Community Awareness Grant
- Grants to Encourage Arrest and Enforcement of Protection Orders

Assisted in Improving Coordinated Community Response and Support of Capacity Building for the Service Delivery System:

- Assisted in preparation of grant for Service Partnership for Children in High Conflict Families (The Children’s Trust)
- Project Coordination for Grants to Encourage Arrest and Enforcement of Protection Orders (US Dept. of Justice Office on Violence Against Women)
- Participates in Miami-Dade County Domestic Violence Coordinating Council

Section 4- Accomplishments Since Inception

- Public/Private Partnership in Construction and Operation of the First Domestic Violence Center Supported by the Local Option Food and Beverage
- Funded the Miami-Dade County Domestic Violence Report: Assessment of Gaps in Services
- Collaborated with Miami-Dade Police Department to Recommend Enhancement of Victim Services
- Regular Co-Sponsor of Domestic Violence Community Awareness Events
- Supports Trainings and Events to Improve Community Response to Domestic Violence
- Advises the Board of County Commissioners on Issues Affecting Domestic Violence

Section 5 - Anticipated Future Accomplishments:

- Construction and Operation of Additional Domestic Violence Centers to Meet the Needs of Victims and Their Children
- Strengthening Community Collaborations and Coordination of Efforts in Eliminating Domestic Violence in Our Community
- Cultivating Corporate and Philanthropic Support for Services that Restore Peace and Opportunity in the Lives of Domestic Violence Victims and Their Children

Section 6 - Additional Comments:

In 1993 the Florida Legislature enacted amendments to Section 212.306 Florida Statutes that mandated any county using a portion of the Local Option Food and Beverage Tax for construction and operation of domestic violence centers to appoint an oversight board. The Miami-Dade County Domestic Violence Oversight Board was created by Ordinance No. 94-156 in September 1994.



## **ENTERPRISE ZONE ADVISORY COUNCIL**

### **1. Board's Mission**

The mission of the Enterprise Zone Advisory Council (EZAC) is to oversee the implementation of the Enterprise Zone Program of Miami-Dade County. The specific purpose of the EZAC is to fulfill and meet the technical requirements of the Enterprise Zone Act and to advise the Board of County Commissioners (BCC) on issues regarding the Enterprise Zone Strategic Plan. The EZAC was established in 1996.

### **2. Board's Performance Measures**

The EZAC performance measures have been historically consistent with the mandate to oversee the Enterprise Zone Program and to periodically review available resources and programs for businesses in order to promote business growth and development.

### **3. Accomplishments for Past Twelve Months**

The EZAC has not held meetings during the last 12 months.

### **4. Accomplishments Since Inception**

Over the years, the EZAC has held numerous accomplishments in the area of overseeing the Enterprise Zone Program of Miami-Dade County, providing a forum to discuss initiatives and business incentives to promote development of low-income areas, assist in marketing the local Enterprise Zone Program, and working to promote the reauthorization of the local designation as an Enterprise Zone.

The EZAC was instrumental in the development of a new incentive available in the Enterprise Zone starting in 2006, providing a 50% reduction of sales taxes on electricity.

### **5. Anticipated Future Accomplishments**

It is anticipated the EZAC will help to promote a County program of incentives to replace the Economic Development Ad Valorem Tax Exemption (tax abatement) Program of the County which expired at the end of 2005.

It is anticipated that the EZAC will attempt to promote new, cost-effective incentives which are self-funding and low cost in administration.



**Presentation by Erigene Belony, Esq., Chairperson, Miami-Dade County  
Equal Opportunity Board, Before the Board of County Commissioners  
Government Operations and Environment Committee**

**July 23, 2007**

**The Miami-Dade County Equal Opportunity Board (EOB) is a quasi-judicial entity charged with the enforcement of Miami-Dade County's anti-discrimination ordinance, codified as Chapter 11A, Code of Miami-Dade County. This ordinance provides protection from discrimination in employment, housing, public accommodations, credit and financing practices, family leave and domestic violence leave to any resident or potential resident to Miami-Dade County on the basis of the person's race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status and sexual orientation.**

**The staff of the EOB provide a direct service to the public through the intake, mediation, and investigations of discrimination complaints. For the last three calendar years to the present, (January 1, 2004 through July 13, 2007) the EOB has processed 2,506 formal investigations of discrimination complaints, 1,800 investigations are completed. As a result of mediation and settlement agreements, the EOB obtained \$2,192,259 in back pay awards and other benefits to discrimination victims; 500 persons were returned to their jobs after being discharged for alleged discrimination; another 800 persons chose to accept a lump sum settlement or back pay award settlement.**

**In addition to providing direct relief for discrimination victims, the EOB, through the Technical Assistance Unit, works with local employers and housing providers to help create harmonious and productive work environments and equal housing opportunities. The staff provides training workshops to employers with respect to policies and procedures, oftentimes prompted by the filing and adjudication of a discrimination**

**complaint. Staff has conducted over 200 workshops for local employers, and trained approximately 500 supervisors and managers on fair employment laws and best practices. Approximately 600 housing providers have received technical assistance from the EOB on fair housing issues.**

**The EOB is a revenue-producing program. In addition to receiving general fund revenues, the agency maintains a contract with the U.S. Equal Employment Opportunity Commission (EEOC) to investigate discrimination cases that are dual-filed under Chapter 11A and federal employment anti-discrimination statutes. The EEOC reimburses Miami-Dade County for these investigations. The EOB is currently pursuing other sources of federal funding, such as the U.S. Department of Housing and Urban Development's substantially equivalent program, which would bring the agency approximately an additional \$120,000 to process complaints of housing discrimination in Miami-Dade County.**

**The Equal Opportunity Board takes its mission of reducing discrimination in Miami-Dade County and promoting equal treatment of all persons in the work place, in housing accommodations and in public accommodations seriously.**

**To this end, the EOB will be recommending amendments to Chapter 11A to make the ordinance more effective and responsive to our collective stakeholders. For example, we will be recommending that "source of income" be included in the ordinance as a protective category in housing discrimination, in accordance with one of the recommendations issued by Community Affordable Housing Strategies Alliance. Other minor amendments will allow the EOB to receive certification from US HUD and the receipt of federal funds.**

**In addition, the EOB will continue to conduct public forums throughout our community with all stakeholders to promote our mission, continue to efficiently process discrimination complaints, and offer our insight to the Board of County Commissioners on discrimination issues in our dual role of quasi-judicial and advisory board.**

**We are however, concerned that the proposed budget for Fiscal Year 2007-2008 practically eliminates all the general fund monies for the Equal Opportunity Board, and therefore our ability to generate additional federal monies to combat discrimination in our community. The immediate effect would be to stop the enforcement of protections afforded by County law that are not covered under State or Federal laws, such as the Human Rights Ordinance, and the Domestic Violence Leave Ordinance. In addition, employees who work for smaller companies, those with 5 or more employees would have no recourse in cases of discriminatory treatment.**



**Miami-Dade County  
Hispanic Affairs Advisory Board (HAAB)  
Government Operations and Environment Committee  
Workshop**

**Board Information**

**Section 1- Board Mission**

The Miami-Dade County Hispanic Affairs Advisory Board as established by the Miami-Dade Board of County Commissioners to improve the quality of life of the Hispanic citizens- is to identify and monitor the needs and/or interests of Hispanic citizens, develop programs addressing such issues, encourage involvement of Hispanic in matters of community concerns, support the development of Hispanics in leadership roles, and recommend to the Board of County Commissioners legislation supporting Hispanic issues.

**Section 2- Board's Performance Measures**

Active Strategy Enterprise and the Hispanic Affairs Advisory Board Matrix (See attached)

**Section 3- Accomplishments for Past Twelve months**

- HAAB through the WLRN programs reaches out to the Hispanic constituents with educational programs on topics of interest to its viewers.
- Hosts the Hispanic Role Model and Future Leader of the Year Award Luncheon to honor a Hispanic Role Model and Future Leader.
- The HAAB "Hispanic Art Expressions 2006" art exhibit is HAAB's way of promoting the diverse Hispanic culture and celebrate Hispanic Heritage month. The participating artists and sponsors donate funds to the STARS/HOPE Scholarship Program, which provides educational opportunities for Miami-Dade County Public Schools financially disadvantaged students to attend MDC.
- Co-Chaired a service fair with Radio Paz. The fair entitled "Sirviendo a la Comunidad" was held on Saturday, August 5, 2006 at Westland Mall, Hialeah. The purpose was to enhance intergroup relations and make the board available to the Hialeah constituents.
- In an effort to increase HAAB's visibility and intergroup relations, the board worked very closely with the Mayors of the City of Doral, West Miami and Coral Gables.
- Participated in the FEDEX Women in Business Forum held at the Biltmore Hotel.
- Worked with the Miami-Dade County Health Department and the Heart Association on initiatives to educate the Hispanic community on the availability of health services for non-insured constituents. Also on creating awareness on the importance of practicing preventive medicine.

- Co-Partnered with the Puerto Rico Federal Affairs Administration to host voter registration drives in different sectors of the Hispanic community.
- The board convened a series of community focus group meetings to find out from constituents what are the most pressing issues related to health, education and immigration.
- Provides continue advise, guidance and referrals regarding community services and problem solving to walk in constituents as well as to phone calls.
- HAAB's Chair traveled three (3) times during 2006 to Washington as part of a delegation to advocate for fair treatment to illegal immigrants.
- Advocate for the extension of Temporary Permanent Status (TPS) for Hondurans and Nicaraguans. Members have been actively lobbying the Congress and the U.S. President regarding this issue.
- In an effort to enhance community relations among all ethnic groups in Miami-Dade County, HAAB's Public Relations Committee started a campaign to visit with all cities and municipalities.
- HAAB's Public Relations Committee have been visiting with the most important means of communication in the Hispanic Sector to establish a closer relationship and facilitate the promotion of all board events.
- HAAB became the founding partner to Channel 51/NBC-6 Citizenship Campaign entitled "Si Se Puede"-Yes You Can. Its is a yearlong campaign designed to create awareness of the benefits of US Citizenship and to facilitate access to the process, including the application and the exam, for the thousands of Hispanics living in South Florida who qualify for citizenship at this time. HAAB as a partner has taped awareness PSA's explaining the benefits of US Citizenship, provides telephone information and referral, participated in a fair to distribute applications and study guides, participated in news produced specials that included extensive discussion of the topic, and coordination of one hour live phone banks at Channel 51 on Fridays to answer questions to the citizens.
- Planned and hosted a conference on the "Impact of Immigration Laws in our Community." The conference was held on Thursday, June 7, 2007, 8:00 a.m. to 12:30 p.m., at the University of Miami Bank United Center. It was a major national debate that explored how proposed immigration laws and current social and economic trends could affect the economy, the people and the future of our diverse community. The conference was very successful and panel members were able to clarify many aspects of the new immigration laws to the participants. It was attended by over eighty people. (A copy of the report is available if desired)

#### **Section 4- Accomplishments since Inception**

Since 1992, the Hispanic Affairs Advisory Board has sought to advocate on behalf of the Hispanic community in a responsive and dedicated manner. Accomplishments are:

- "Bazaar of Services" held once a year a one-day event where different service providers and organizations got together to inform the citizens about the types of services they offer.

- “Local Government Working for the Community” a program dedicated to educate students on government issues, held three times a year in conjunction with the School System.
- “Entre Hispanos” a series of T.V. programs held at WIRN, for one (1) hour, every Tuesday for six months, on Educational topics of interest to the Hispanic Community of Dade County.
- WLRN pre-taped educational programs on topics that touch the community like voter’s registration, immigration issues, availability of housing programs to low income families, health programs and educational programs.
- Advocating for fair immigration laws and extension of TPS for Hondurans and Nicaraguans.
- “Vision of Dade County in the Year 2020” conference. As a result of a five year period (1992-1996) study about the future of Dade County.
- Information and Referral Service.
- Hispanic in the New Millennium Seminar. A series of workshops held which explored the contributions made and the challenges faced by Hispanics in Key areas such as Education, Business, Politics, Social Progress and Well-Being, and the Role of Hispanic women.
- Public Forums and conferences on immigration.
- Public Forums on Women Domestic Violence as it refers to the Hispanic women.
- Public Forums between the Puerto Rican/Cuban communities to enhance intergroup relations between the two communities.
- Public Forum on the importance of becoming biliterate or fluent in English + 1 other language in order to compete in the Global market.
- Community needs assessment hearings.
- Town Hall meetings.
- Special projects celebrating Hispanic Heritage month as the Hispanic Art Expressions Exhibit showcasing the rich Hispanic culture through art and sculpture tied to education to benefit financially disadvantaged MDC students by providing scholarships.
- The Tax Fair- a way of bringing free tax service to the community and to educate our constituents to comply with the law by paying their taxes on time.
- The HAAB Hispanic Role Model and Future Leader of the Year Award Luncheon- At the luncheon an award is presented to a Hispanic who has demonstrated to be a role model by its accomplishments and contributions to the Hispanic community and to a young Hispanic who has made a difference in his/her community.
- Community outreach on the availability of health services for non-insured constituents. Awareness campaign on the importance of practicing preventive medicine.
- Blood donation drives.
- Voter’s registration drives.
- Citizenship campaign in partnership with Channel 51/NBC6 to create awareness of the benefits of US citizenship and facilitate access to the process.

- Participated in the Channel 51/NBC6 Fair to distribute citizenship applications and study guides.
- Coordination of live phone banks at Channel 51 on Fridays to answer questions to constituents.
- Hosted a conference on the “Impact of New Immigration Laws in our Community” in June 2007.

#### **Section 5- Anticipated Future Accomplishments**

Continue working on health, education, and immigration issues; raising funds to assist economically disadvantage Miami-Dade College students; continuation of educational and advocacy programs; and continuation of the citizenship campaign.

#### **Section 6- Additional Comments:**

The HAAB is comprised of thirteen members who are appointed by the Board of County Commissioners to serve in a non-compensatory capacity. Members are charged with tending the needs of the Miami-Dade County Hispanic community and providing advise to the County Commission and the County administration.

As the Miami-Dade County Hispanic community keeps growing, currently 65%, they deserve to have a voice at county hall. They deserve to have an organization that advocates for them on current issues. An organization that they may contact for advise, guidance and referrals on matters of concern. HAAB is that organization which is the eyes and ears of the County Commissioners in the community. HAAB members feel very proud of representing their appointing commissioners in their role of serving the community every day.

Welcome Maria Lazo
  Chooser
  Home
  Help
  Logout
  Bk

STRATEGY
  BUSINESS REVIEW
  SCORECARDS
  INITIATIVES
  REPORTS
  ALERTS

**Community Relations, Office of**

Scorecard >

**1.0 Customer**

	As of Date	Actual	Goal
1.1 <u>Improved community relations in Miami-Dade County (OCR)</u>			
<input type="button" value="x"/> <u>Workshops or Forums Held</u>	FY07 Q2	8	6
<input type="button" value="x"/> <u>Secret Shopper Score (Community Relations)</u>	Cal04	4.8	4.0
<input type="button" value="x"/> <u>A. Race or ethnic tension is a problem in Miami-Dade County as a whole</u>	FY05	48.42 %	n/a
<input type="button" value="x"/> <u>B. Racial or ethnic tension is a problem in my neighborhood</u>	FY05	15.41 %	n/a

1.2 Intervene and contain community tensions

1.3 Develop and support Community Relations Boards throughout Miami-Dade County

<input type="button" value="x"/> <u>Operation Sortie-Increase the number of municipalities with Goodwill Ambassador Programs</u>	FY07 Q2	0	0
<input type="button" value="x"/> <u>Number of Community Relations Boards in Miami-Dade County</u>	Cal07	8	n/a
<input type="button" value="x"/> <u>Number of Active Community Relations Boards in Miami-Dade County</u>	FY07 Q2	5	n/a

**2.0 Financial**

	As of Date	Actual	Goal
2.1 <u>Meet Budget Targets (Community Relations)</u>			
<input type="button" value="x"/> <u>Revenue: Total (Community Relations)</u>	FY07 Q3	\$0 K	\$474 K
<input type="button" value="x"/> <u>Expen: Total (Community Relations)</u>	FY07 Q3	\$453 K	\$474 K
<input type="button" value="x"/> <u>Positions: Full-Time Filled (OCR)</u>	FY07 Q2	16	16

**3.0 Internal**

	As of Date	Actual	Goal
3.1 <u>Administer Goodwill Ambassador &amp; Community</u>			

Response Team Programs

<input checked="" type="checkbox"/>	<u>Community Response Team Preparedness</u>	Jan 2007	n/a	75.0 %
<input checked="" type="checkbox"/>	<u>Goodwill Ambassador Preparedness</u>	Jan 2007	100.0 %	75.0 %

3.2 Support of Advisory Boards

<input checked="" type="checkbox"/>	<u>OCR Board Meetings Held</u>	May 2007	5	5
<input checked="" type="checkbox"/>	<u>Overall Board Satisfaction Rating (OCR)</u>			
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (AAAB)</u>	Jan 2007	100.0 %	n/a
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (BAAB)</u>	Jul 2007	5.0 %	100.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (CRB)</u>	Feb 2007	87.5 %	100.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (CFW)</u>	Jun 2007	100.0 %	0.0 %
<input checked="" type="checkbox"/>	<u>Percent Satisfied with Meeting (HAAB)</u>	May 2007	100.0 %	100.0 %

4.0 **Learning and Growth**

As of Date      Actual      Goal

4.1 Increase Staff Professional Development

<input checked="" type="checkbox"/>	<u>Administrative Support Staff Training</u>	FY07 Q3	0	1
<input checked="" type="checkbox"/>	<u>Advisory Board-Related Trainings or Workshops</u>	FY07 Q2	2	1
<input checked="" type="checkbox"/>	<u>Public Administration Workshops and Training</u>	FY07 Q3	0	1

Initiatives >

<b>Name</b>	<b>Sta</b>
<u>2007 Hurricane Preparedness Guide for Worship Community</u>	5/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Village Dialogues</u>	1/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Asian Heritage Month Celebration</u>	3/1/2007
<u>Black History Month Celebration (Feb 07)</u>	9/1/2006
<u>Connections Networking Reception-2007</u>	5/1/2007
Budget: <input checked="" type="checkbox"/> Timing: <input checked="" type="checkbox"/>	
<u>Creation of NE Dade Community Relations Board</u>	1/1/2007
<u>Creation of Opa Locka and/or Miami Lakes Community Relations Board</u>	4/1/2007
<u>Creation of SW Dade Regional CRB</u>	1/1/2007
<u>Hispanic Art Expressions Exhibit</u>	3/6/2007

Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Hispanic Role Model of the Year Luncheon</u>			3/17/2007
<u>Julia Tuttle Statue Project</u>			1/1/2006
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Pakistan Consular Camp in South Florida</u>			5/15/2007
<u>Publication of the Connections Directory of Women's Organizations-2007</u>			6/1/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Yes, you can/"Si se puede" Citizenship Campaign</u>			3/12/2007
<u>Miami Women's Summit</u>			1/1/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>3,000 GWAs for Super Bowl XLI</u>			4/1/2005
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		
<u>Impact of Immigration Laws in Our Community Conference</u>			4/12/2007
<u>Community Relations Plan for Change in Caribbean Government</u>			1/29/2007
Budget: <input type="checkbox"/>	Timing: <input type="checkbox"/>		

Scorecard Details >

**Exception Report**

**Scorecard Name:** Community Relations, Office of

**Owners**

Williams, Selena Capp, Larry

**Monitors**

Bryant, Wanda

**Description:**

**Parent Scorecards**

ACM Scorecard - Curry, Cynthia

**Child Scorecards**

External Applications >

OCR Business Plan (FY06-07)

OCR Budget (FY07)

Attachments >

	<b>Title</b>
<input type="checkbox"/>	<u>OCR Sortie/Fitness Challenge</u>



**RECENTLY VISITED PAGES:**

- 1° Scorecard Detail - Community Relations, Office of
- 2° Initiative Detail - HAAB Monthly Meetings
- 3° Start Page



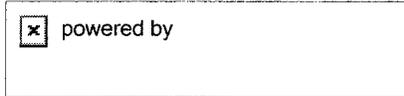
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# **COUNTY ADVISORY BOARD WORKSHOP**

## **Oral Presentation – Miami-Dade County Homeless Trust**

### **BOARD'S MISSION**

To Eliminate Homelessness in Miami-Dade County

### **BOARD'S PERFORMANCE MEASURES**

Miami-Dade County Homeless Plan; 10 Year Plan to End Homelessness Strategies

### **ACCOMPLISHMENTS FOR PAST TWELVE MONTHS**

- Reduction of Homeless Population to an all time low of **4392** Homeless people with just **1380** on the streets of Miami-Dade County.
- Obtained \$24 Million from U.S. HUD for Homeless Services via a National Competitive Funding Process.
- As part of this award, \$1.8 million to be matched with \$600,000 from the Homeless Trust for a program that will serve chronically homeless people who are high utilizers of jails, emergency rooms, and behavioral health services.
- Implemented a Public Education Campaign with Miami-Dade County Public Schools (MDCPS), to distribute and show educational videos along with an integrated week long school curriculum for school children, grades K-12 to heighten their awareness about homelessness and to reduce youth violence against homeless individuals.
- Over the last fiscal year the Homeless Trust CoC placed **4657** homeless men, women, and children into permanent housing via HUD, State and Locally funded programs, as well as market rate housing.
- Created **89** new units of permanent supportive housing and completed **118** new units of permanent supportive housing for homeless individuals and families.
- Obtained \$500, 000 from the State of Florida for a “Revolving Fund” program serving chronically homeless individuals suffering from mental illness also are exiting the jail, this program is done in collaboration with Judge Steven Leifman’s Criminal Mental Health project.

- The Homeless Trust, in partnership with the Miami-Dade Housing Agency, contracted with Socialserve Inc. to provide a Housing Locator tool. This is an interactive Web-based application that lists affordable rentals and for sale properties. The program was implemented in October, 2006 and currently has over 2,687 available units of affordable rental properties and 579 units of condos/homes for sale. This is a free listing service and has been very well received by our community. It serves as an excellent resource tool for our provider agencies.

### **HIGHLIGHTED ACCOMPLISHMENTS SINCE INCEPTION**

- Developed a coordinated outreach, assessment and placement process for homeless persons accessing homeless housing and services in Miami-Dade County.
- Developed and expanded a coordinated system of care that includes all three phases of housing (emergency, transitional and permanent) along with an array of supportive services, consistent with the Miami-Dade Community Homeless Plan.
- Reduced the street Homeless population of Miami-Dade County from 7,000 to 1,380 people.
- Developed over 4,800 emergency, transitional and permanent housing beds.
- 818 additional housing units are in the pipeline.
- Hailed as a “National Model” and “Best Practice” (1998) for addressing homelessness.
- Secured more than \$300 million Federal, State and Local Funds.
- Received the 1996 National Association of Counties (NACO) Achievement Award for the Continuum of Care.
- Created as Indoor Meal Program which has served over 700,000 meals to date.

### **ANTICIPATED FUTURE ACCOMPLISHMENT**

On April 24, 2007 the Board of County Commissioners (BCC) passed a Resolution (R-432-07) which directed the Homeless Trust develop and recommend Memoranda of Agreement establishing discharge policies for agencies in Miami-Dade County who provide services to homeless persons or those at risk of homelessness in an effort to prevent homelessness as recommended by the Community Affordable Housing Strategies Alliance Taskforce. The Resolution required that the Homeless Trust present the

recommendations and memoranda to the BCC within 120 days of the Resolution. This Report is forthcoming.

- Continued Implementation of Homeless Educational Video and Curriculum into all MDCPS and expansion into public schools.
- Appointment of Public Relations Committee, in conjunction with our private sector partner CPH, to address public education related to our Homeless System of Care, education related to panhandling and other important topics.
- \$500,000 expansion of Homeless Prevention program for at risk families based on Best Practice Model for Minnesota.
- Expanded Homeless Outreach to chronically homeless.
- Independent Evaluation of the Homeless Trust Continuum of Care.

### **ADDITIONAL CONTENTS**

Many thanks to the BCC, our Board (which includes Mayor Carlos Alvarez and Commissioner Edmonson) for their ongoing support.



# Housing Finance Authority of Miami-Dade County Board of Directors Report

July 16, 2007

## Section 1 – Board Mission

The Authority is empowered to alleviate the shortage of affordable residential housing available to low and moderate income families and individuals in Miami-Dade County. The Authority issues mortgage revenue bonds to provide capital for investment in affordable single and multifamily housing.

The Housing Finance Authority of Miami-Dade County, Florida was created on December 12, 1978 by the Board of County Commissioners in accordance with Florida Housing Finance Authority Law, Part IV Chapter 159, Florida Statutes as amended.

## Section 2 – Board Performance Measures / Twelve months

### A. Single Family Homeownership Program – Loans to Low/Moderate Income Families

1- Number of new loans to low and moderate income persons.	156
2- Number of Fairs, Workshops, Training Sessions, Speaking Engagements.	8
3- Homebuyer Club Attendance - Number of attendees.	828
4- Number of homebuyers receiving vouchers after completion of classes.	587
5- Homebuyer Clubs - Number of club meetings.	20
6- Number of calls/emails received related to homeownership programs.	*6,661

\*Apr – Dec 2006 / includes 311 assisted calls

### B. Multifamily Rental Program – Provide financing for the construction of multifamily rental units for low and moderate income families and individuals

1- Affordable Housing Needs - Number of multifamily rental units funded.	132
2- Annual Compliance Training - Annual training to management companies bond compliance reporting.	1
3- Compliance Audits Performed - Perform compliance audits of all multifamily rental developments reporting to the HFA. This includes reviewing tenant files on site and preparing reports to management company, developer, trustees and owners. Monitoring submission of corrections to audit findings.	44
4- Monthly Reports Reviewed - Number of reports reviewed each month received from the multifamily rental developments. This includes reviewing and advising management of errors and reviewing corrections submitted by management company for compliance.	540
5- Quarterly Compliance Audit by External Auditors - Quarterly compliance audit performed by outside housing auditors for compliance with bond documents and reports from management companies.	4
6- Rental Assistance - To provide rental assistance to displaced hurricane victims	8

### C. Anti-Predatory Lending Program - Provide education and financing assistance so that a greater number of elderly residents are able to stay in their homes.

1- Number of Calls - Track number of calls received from residents through 311 or other referral agencies.	202
2- Number of educational workshops provided to residents - To provide information about predatory lending practices in the community and how to avoid becoming a victim or how to rescue your home from a predatory loan.	8
3- Number of intake clients - Intake is provided to callers referred by various agencies/word of mouth/advertisements. Based on result of intake, client is referred to appropriate agencies.	103

## Housing Finance Authority of Miami-Dade County Board of Directors Report

4- Resolutions - The number of clients that were assisted in resolving their anti-predatory loan/mortgage foreclosure issue.

40

D. Learning and Growth - Provide training to staff and board members on a regular basis in order to maintain current with issues affecting the housing industry

1- Board member training - Provide training on industry trends and standards to current board members to facilitate their function within the department. State and National housing organizations hold semiannual conferences to provide updated information and networking opportunities.

11

### **Section 3 – Accomplishments for Past Twelve Months**

Please refer to Section 2 (Board Performance Measures) which includes actual production numbers to account for accomplishments.

### **Section 4 – Accomplishments Since Inception**

To date the Authority has issued \$2.075 billion in single family and multifamily bonds since its inception.

### **Section 5 – Anticipated Future Accomplishments**

The Authority anticipates to fully control and effectively manage all its current operation, which has more than double since the end of last year. In December 2006, the Authority received the Single Family Homeownership, Rehabilitation and Hurricane Shutter Programs, which were transferred with some of its operating staff from the Miami Dade Housing Agency. Additionally, the Authority was charged with the administration of the Homebuyer Counseling and the Beautification Programs. In order to accommodate its current operation, the Authority is looking to relocate.

### **Section 6 – Additional Comments**

The approximate annual cost to support the HFA Board is \$50,000.00.

# HOUSING LINKAGE TASK FORCE

## Board's Mission:

- The Housing Linkage Task Force was established by the Board of County Commissioners (R-770-06) to assist them in addressing housing issues in Miami-Dade County. It is charged with "to advise the Board of County Commissioners on issues relating to the development and implementation of a housing linkage program within the unincorporated areas of Miami-Dade County." Such a program should lead "to the development of workforce housing units concurrent with commercial development, industrial development and other non-residential development."

## Board Performance Measures & Accomplishments:

- After an initial problem with obtaining a quorum at our meetings, the Task Force has been able to meet on a regular basis.
- Reviewed general elements of existing linkage programs in the nation.
- It has invited experts to speak on the issues related to housing linkage programs.
- It has examined impact fees in various jurisdictions in order to determine the implications of additional fees, such as a linkage program, on the competitive position of the County in the development arena.
- The recognition by the Task Force members of the need for affordable housing and the nexus between new non-residential construction and affordable housing.

## Anticipated Future Accomplishments:

- It is expected that within the next few months, that a series of recommendations will be presented to the Board of County Commissioners for their consideration.

## Additional Comments:

This written report has been compiled by the current Co-Chairperson on behalf, and with input from, Chairperson, Mr. Andrew Dolkart. Mr. Dolkart is currently out of the country and was never informed of the reporting requirement prior to July 13, 2007.

At this point, we would like to express our disappointment with the fact that two of our original members, the Associated General Contractors and the Greater Miami Hotel Association, are no longer participating on our Task Force. Further, the Miami-Dade Chamber of Commerce, which was originally appointed, never attended or responded.

Many Task Force members have expressed a hesitancy to create a new funding source, without the proper financial oversight and accountability, given the recent disclosures of mismanagement at the Housing Departments, both in the County and City of Miami.



**Miami-Dade County  
Industrial Development Authority**  
**Brickell BayView Centre**  
80 S.W. 8th Street-Suite 2801  
Miami, Florida 33130-3034  
Tel (305) 579-0070 - Fax (305) 579-0225  
E-Mail: info@mdcida.org



July 13, 2007

Marla G. Warner  
Office of Strategic Business Management  
Stephen P. Clark Center  
Miami-Dade County  
111 NW 1<sup>st</sup> Street, 22<sup>nd</sup> Floor  
Miami, Florida 33128

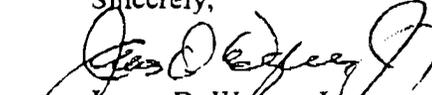
Dear Marla,

Attached please find various information, regarding the legal status of the Miami-Dade County Industrial Development Authority, as well as summary information on its Industrial Development Revenue Bond financing program, its mission statement, and goals and objectives.

Also, the total staff of the Authority consists of three (3) personnel, which includes myself and two (2) assistants.

If I can be of further assistance, please let me know.

Sincerely,



James D. Wagner Jr.  
Executive Director

Attachments

**Miami-Dade County  
Industrial Development Authority**  
**Brickell BayView Centre**  
80 S.W. 8th Street-Suite 2801  
Miami, Florida 33130-3034  
Tel (305) 579-0070 • Fax (305) 579-0225  
E-Mail: info@mdcida.org



February 13, 2003

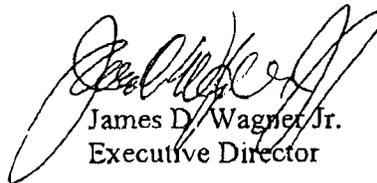
Kay Sullivan  
Director, Clerk of the Board  
Stephen P. Clark Center  
Miami-Dade County  
111 NW 1<sup>st</sup> Street, 17<sup>th</sup> Floor  
Miami, Florida 33128

Dear Ms. Sullivan:

As a follow up to our telephone conversation February 12 regarding the online advisory board database project I am enclosing various memorandums which note that the Miami-Dade County Industrial Development Authority was created by the Florida Legislature and must operate in accordance within the provisions of Florida State Statutes Part III, Chapter 159.44-53. As noted, the Authority is not a County Board and should have been removed from the list of County Boards in 1995. Additionally, the Authority cannot be directly linked with the County's website since we are not a County entity. However, please be advised we always contact Ken Guldstrand regarding any change in Authority membership and have always cooperated to the fullest extent with the County administration and the Board.

If you have any questions, please contact me.

Sincerely,



James D. Wagner Jr.  
Executive Director

Enclosures

Dade County  
Industrial Development Authority  
One World Trade Plaza  
80 S.W. 8th Street—Suite 2440  
Miami, Florida 33130  
(305) 579-0070



November 28, 1995

Gerald T. Heffernan  
Assistant County Attorney  
Stephen P. Clark Center  
111 N.W. 1st Street, 28th floor  
Miami, Florida 33128

Dear Mr. Heffernan:

Would you please review the attached County Manager's memorandum and Ordinance 95-93 amending Section 2-11.40 of the Code of Metropolitan Dade County, which provides for annual sunset review of County Boards, to determine applicability to the Industrial Development Authority. As you are aware, the enabling legislation creating the Industrial Development Authority is by Florida State Statute and both the County Manager's memo and Section 1.(f) of Ordinance 95-93 notes, "Any and all boards created pursuant to state or federal law shall be exempt from the requirements of Sec. 2-11.40." In addition, State Statute Chapter 159.47(1)(a), *Powers of the authority*, provides, "To have perpetual succession as a body politic and corporate and to adopt bylaws for the regulation of its affairs and the conduct of its business." A written statement of your findings as soon as possible would be most appreciated as we are requested to provide a mid-December response.

Thank you for your assistance in this matter.

Sincerely

A handwritten signature in black ink that reads "Roger J. Barreto".

Roger J. Barreto  
Chairman Barreto

RJB:mmf  
attachments





## MEMORANDUM

17.07-17A METRO-DADE COUNTY I.D.A. MGT

TO: James Wagner  
Executive Director  
Industrial Development Authority

November 29, 1995

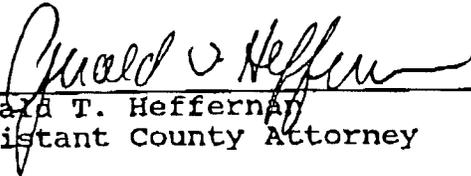
DATE:

SUBJECT:

Section 2-11.40  
Annual Reports

FROM: Gerald T. Heffernan  
Assistant County Attorney

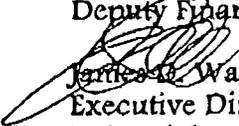
We have concluded that the Industrial Development Authority is exempt from Section 2-11.40 of the Code of Metropolitan Dade County pursuant to Subsection (f) of Section 2-11.40 since the Industrial Development Authority was established pursuant to Chapter 159, Part III, Florida Statutes.

  
Gerald T. Heffernan  
Assistant County Attorney

GTH/eka

MEMORANDUM

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TO	Rachel Baum Deputy Finance Director	DATE	November 29, 1995
FROM	 James H. Wagner, Jr. Executive Director Industrial Development Authority	SUBJECT	Annual Sunset Review of County Boards

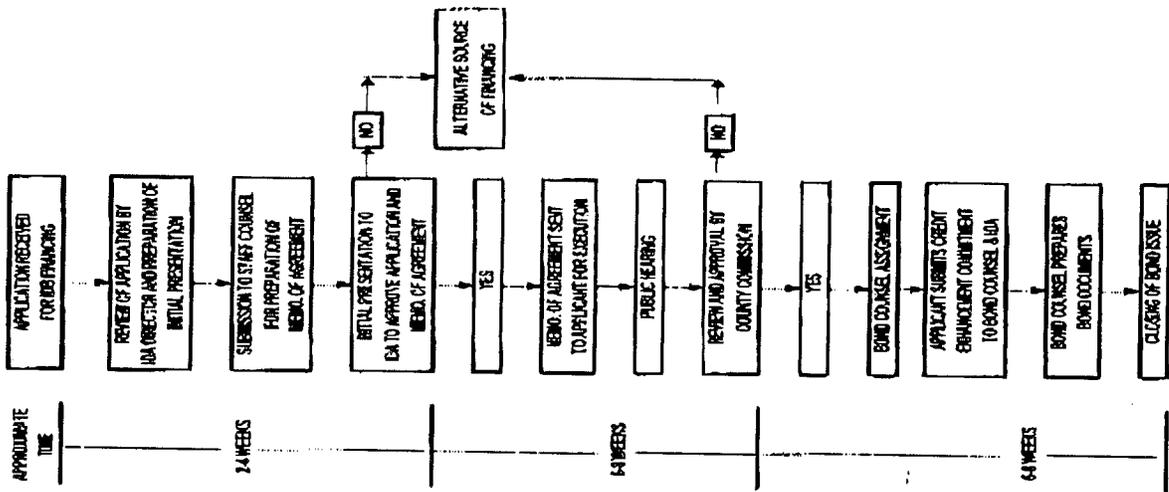
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As the attached correspondence indicates, the Industrial Development Authority is exempt from the requirements of Section 2-11.40. Apparently, the Authority was not removed from the list of County Boards following the adoption of Ordinance 95-93, which specifically exempts boards created pursuant to state law. However, the Chairman of the Authority has indicated he intends to send the Commission an informational report early next year.

If you should have any further questions, please contact me.

JDW:mmf  
attachments

**IDB TIMING DIAGRAM**



**Miami-Dade County  
Industrial Development Authority**

Albert Morrison Jr., Chairman  
James D. Crum, Vice Chairman

Jack Delaster, Assistant Secretary  
Ian Martinez, Assistant Secretary  
Alberto Milo, Jr., Assistant Secretary  
Anthony Okonmah, Assistant Secretary  
Roberto Pelaez, Assistant Secretary  
Anthony Rolfe, Assistant Secretary  
Kerri Vaughan, Assistant Secretary

For further information contact:

Miami-Dade County  
Industrial Development Authority  
BrickeLL Bay View Centre  
80 SW 8<sup>th</sup> Street, Suite 2801  
Miami, FL 33130  
Telephone: (305) 579-0070  
Fax: (305) 579-0225  
E-mail: [info@mdcida.org](mailto:info@mdcida.org)  
Website: [www.mdcida.org](http://www.mdcida.org)



MIAMI-DADE COUNTY  
INDUSTRIAL DEVELOPMENT  
AUTHORITY



Industrial Development  
Revenue Bond Financing  
In  
Miami-Dade County

## **Miami-Dade County Industrial Development Authority**

The role of the Industrial Development Authority is the development and management of the tax-exempt industrial development revenue bond program which serves as a financial incentive to support private sector business and industry expansion and location. Programs developed will be consistent with the Authority's legal status and compatible with the economic development goals established by the Miami-Dade County Board of County Commissioners and other economic development organizations operating in Miami-Dade County.

The Authority's Tax-Exempt Industrial Development Revenue Bond program, has provided financing for 208 companies for a total volume in excess of \$1.4 billion. In excess of 9,334 new jobs have been generated by these projects. The Authority has been a major issuer of Tax-Exempt Industrial Development Revenue Bonds (IDBs) in the State of Florida and continues to manage approximately 54 outstanding IDB Issues for a total volume in excess of \$744 million.

## **Qualifications**

Federal law restricts the use of IDBs to financing the costs of manufacturing facilities, including processing, assembly, printing, food processing and others in which raw material is converted or combined with other raw material to produce a finished or semi-finished product, certain pollution control, hazardous waste/solid waste disposal projects, qualified 501(c)(3) projects, including special education use facilities that are built, installed, or established to serve primarily the educational purposes of operating any nonprofit private school established under chapter 617 or

chapter 623 of the Florida Statutes or that is owned or operated by an organization described in s.501(c)(3) of the United States Internal Revenue Code, Federal Empowerment Zone projects, and certain airport and seaport facilities.

## **Advantages**

### **Interest Cost Savings**

IDBs are considered special obligations of a governmental unit, and providing the project meets qualifying conditions, the interest on the IDBs is not subject to federal income tax (Section 144 (a), U.S. Internal Revenue Code). The bond purchaser, therefore, will not require the same interest rate in order to receive the same net rate of return (after tax) as if the financing were accomplished on a conventional taxable basis. The resultant interest savings is passed on to the borrower as a differential between the interest rate which the borrower could obtain through IDB financing and conventional financing. For qualified manufacturing projects, loans ranging from \$2 million to \$10 million for terms up to 20 years can be made available at interest rates approximating 75% of the prevailing New York prime rate. There is no maximum issuance size for airport, seaport, hazardous/solid waste, pollution control, or 501(c)(3) projects.

## **Sale of Bonds**

The Authority requires that the business have the capacity to obtain commercial credit and meet typical commercial bank credit standards. In general, the Authority does not issue bonds not considered to be of investment grade quality/rated. The Authority may require the guarantee(s) of the principals and/or third party guarantee letters of credit or debt service insurance. Prospective issues of investment grade quality may be sold by public offering or private placement in bond

denominations of not less than \$100,000 each. Investment grade quality shall be determined as meeting one of the following tests:

- a) A rating of the issue equal to or better than Moody's Baa or Standard and Poor's BBB
- b) A rating of recently issued debt instrument (s) of the company of similar term and security as that of the prospective bond issue equivalent to or better than that stated above.

## **Eligible Costs**

Bond proceeds may be used to finance the construction of new facilities, acquisition of existing buildings (provided that at least 15% of the cost of acquiring the building financed with bond proceeds is spent in refurbishing the building), purchase of new equipment, land (provided that the cost of the land is less than 25% of the net proceeds of the bond issue), interest accrued during construction, architectural and engineering fees, credit enhancement fees, and no more than 2% for related issuance costs. At least 95% of the net proceeds of the bonds must be spent for the costs of the manufacturing facility.

## **Inducement and Timing**

Most IDBs processed through the Miami-Dade County Industrial Development Authority will require approximately 90 to 150 days from the point of initial processing to closing when bond proceeds will be available. Included in this time period is the controlling date which establishes the project's tax-exempt status. This date is termed the date of "official action" or "inducement". Official action by the Authority is required by federal regulation and is established by an agreement between the applicant and the Authority.

# MIAMI-DADE COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY

## MISSION

The primary role of the Industrial Development Authority is the implementation and management of federally legislated bond financing programs serving as fixed asset investment incentives for private sector industry expansion and location. Programs implemented will be consistent with the Authority's legal status and compatible with the economic development goals established by the Board of County Commissioners and other economic development organizations operating in Miami-Dade County. The tax-exempt industrial development revenue bond program is the principal program provided by the Authority and is considered an effective tool to attract new industry and assist existing industry to expand. Through the issuance of tax-exempt industrial development revenue bonds, the Miami-Dade County Industrial Development Authority provides below market interest rate financing for fixed asset projects. For qualified borrowers, loans ranging from \$2 million to \$10 million for terms up to 20 years can be made available at interest rates approximating 75% of the prevailing New York prime rate. Eligible projects can include manufacturing, processing, assembly, printing, food processing and others in which raw material is converted or combined with other raw material to produce a finished or semi-finished product. Eligible costs can include the purchase of land, construction of new buildings and purchase and installation of new equipment. The purchase and rehabilitation of an existing facility may also qualify. The Authority can also issue bonds for certain hazardous waste/solid waste disposal projects and qualified 501(c)(3) projects, including special education use areas that are built, installed, or established to serve primarily the educational purposes of operating any nonprofit private school established under chapter 617 or chapter 623 of the Florida Statutes or that is owned or operated by an organization described in s.501(c)(3) of the United States Internal Revenue Code, and certain airport and seaport facilities.

Since authorizing its first industrial development revenue bond issue, the Authority has issued in excess of \$1.4 billion in bonds for local projects.

## GOALS

### A. Tax-Exempt Small-Issue Industrial Development Revenue Bonds

Continue to promote, maintain and refine the viability of the tax-exempt industrial development revenue bond program to accomplish the economic development plans established for Miami-Dade County.

### B. Taxable Industrial Development Revenue Bonds

Provide taxable industrial development revenue bonds to finance the capital needs of business and industry not eligible to use tax-exempt IDBs.

### C. Financial Sufficiency

Maintain program on a self sustaining basis generating sufficient revenues to support the program.

## OBJECTIVES

### A. Tax-Exempt Industrial Development Revenue Bonds

Through the issuance of tax-exempt industrial development revenue bonds, the Miami-Dade County Industrial Development Authority provides access to long term, below market interest rate financing for fixed asset projects. For qualified manufacturers, loans ranging from \$2 million to \$10 million for terms up to 20 years, can be made available at interest rates approximating 75% of the prevailing New York prime rate. More liberal financing terms are available for qualified 501(c)(3) corporations, non-profit private schools, solid waste disposal, and aviation/seaport facilities.

- ◆ Continue to manage and administer approximately 54 outstanding Tax-Exempt Industrial Development Revenue Bond issues approximating \$744 million dollars.
- ◆ Continue to promote an efficient and streamlined process for issuance in order to facilitate the feasibility for smaller business financing. This is particularly important with regard to financing small companies undertaking new plant construction or existing plant rehabilitation/expansion in the Miami-Dade Enterprise Communities and other designated distressed areas.

- ◆ Coordinate efforts with Florida Development Finance Corporation to provide local small companies needing less than \$2 million access to their pooled Industrial Development Revenue Bond Program.

**B. Taxable Industrial Development Revenue Bonds**

Due to narrower interest savings margins between Taxable IDB's and conventional borrowing, the need for development of economies of scale and cost efficiency is greater for Taxable IDB's than for the Tax-Exempt program.

- ◆ Continue to develop the viability of a Taxable IDB program for Miami-Dade County.

**C. Financial Sufficiency**

In an effort to support operating costs, the Authority has maintained an Industrial Development Revenue Bond Issuance Fee Schedule. The fees collected to date have covered operating costs, as well as offset the cost to the County Attorney's Office for legal support services provided to the Authority. In order to make the bond financing program more attractive for small business financing and generate a consistent annual operating income, the Authority determined it should switch from a reliance on generating operating income from issuance fees paid at closing to an Annual Maintenance Fee assessment to be applied on new issues.

- ◆ Develop and implement appropriate user fees to support program operating costs and maximize applicability of Tax-Exempt and Taxable Bond programs for small business financing.



**The Jay Malina International Trade Consortium**

**Government Operations and Environment Committee  
(GOE)**

**Advisory Board Workshop  
BCC Chambers**

Wednesday, July 11, 2007

## Section I – Board’s Mission

The Jay Malina International Trade Consortium (ITC), as Miami-Dade County’s official public/private partnership, advocates, promotes and supports the development of this County as the premier hemispheric platform for two-way trade with the rest of the world.

## Section II – Board’s Performance Measures

Each fiscal year, the ITC Board of Directors is involved in the development of the ITC departmental budget, and reviews and approves the budget proposals before being presented to the Board of County Commissioners. Included in the budget proposals are performance objectives tied to ITC budgeted activities.

The approved performance objectives for fiscal year 06-07 are:

<b>ITC OUTREACH ACTIVITIES:</b>		<u>Number</u>
- Publish/ Distribute Annual Trade Statistical Guide		1
- Conduct Economic Impact Study		1
- Publish/ Distribute ITC Newsletters (hard copies)		10
- Handle Protocol Assignments (anticipated)		18
- Sponsor/Participate in Trade-related Events/Conferences		13
- Perform Monthly Updates of Website & Calendar		12
- Develop Trade Workshop		2
- Administer FIU Program		1
- Publish/ Distribute ITC Annual Report		1
- Facilitate Business Matchmaking Sessions (database)		4
- Conduct ITC Board of Directors Meetings		11
- Conduct ITC Committee Meetings		12
- Conduct Strategic Planning Board Retreat		1
- Enhance Website/ Calendar of Events		1
- Develop/ Acquire New database		1
<b>MISSIONS ACTIVITIES:</b>		<u>Number</u>
- Conduct ITC-Led Business Development Missions		4
- Conduct Airport Route Development Missions/ Briefings		0
- Certify and Fund Third-Party Incoming Missions		6
- Certify and Fund Third-Party Outgoing Missions		6
<b>SISTER CITIES ACTIVITIES:</b>		<u>Number</u>
- Undertake Mission to Sister City Community		2
- Develop New Sister Cities Relationship		2
- Receive Sister Cities Incoming Delegations		2
- Participate in Sister Cities Conferences		2
- Participate in international Art Exhibit		1
- Staff/ Conduct Sister Cities Coordinating Council Meetings		6
- Staff/ Conduct Sister Cities Committee Meetings		30
- Conduct Sister Cities Coordinating Council Retreat		1
- Conduct Sister Cities Fundraising Dinner		1
- Participate in Diplomatic Summit		1

### Section III – Accomplishments for the Past Twelve Months

- Developed a database of Miami-Dade County businesses for use in business matchmaking, mission recruitment, and business referrals.
- Produced ITC/Miami-Dade County promotional DVD. English version has already been published on the ITC's website.
- Organized and conducted a Sister Cities mission to the Province of Asti, Italy, and to the Commonwealth of the Bahamas.
- Organized and conducted an ITC trade mission to the Republic of South Africa. Participated, sponsored, and co-hosted the Negotiations of the US-Andean Free Trade Agreement (at Miami Intercontinental).
- Organized and conducted a Chile/ U.S. Free Trade Agreement: First Year Analysis Forum in conjunction with Florida International University and ProChile.
- Sponsored, participated, and helped coordinate along with the Congolese American Chamber of Commerce, the visit of the Vice President of the Democratic Republic of Congo.
- Arranged meeting with Consul General of Trinidad & Tobago and Miami-Dade County.
- Completion of ITC audit by Audit and Management Services and timely implementation of 2006 audit report recommendations.
- Approval of amendments to ITC and TMC By-Laws by ITC Board.
- Approval of amendments to Third Party Mission Applications by ITC Board.
- Developed ITC Trade Missions Policy and Procedures.
- Developed ITC Strategic Plan.
- Met with various local trade offices and received various visiting trade offices from abroad.
- Attended the Greater Miami Chamber of Commerce Black Business Initiative meeting.
- Conducted a database training workshop for the Trade Commissioners in South Florida.
- Organized and conducted a special workshop for the Foreign Trade Commissioners at MIA where they were informed of the services available through the airport.
- Assisted in establishing a Brazilian Distribution Center in Miami – APEX-Brasil (Agencia de Promocao e Exportacoes do Brasil).
- Sponsored and participated in the Ninth Symposium of the Americas. Also, served on the Customs, Trade, and Finance panel of the symposium.
- Participated in the Florida Foreign Trade Association Business Luncheon titled "Opportunities in the Dominican Republic under DR-CAFTA."
- Sponsored and participated in the Free Trade with Central America & Dominican Republic seminar.

- Co-hosted and participated in the U.S. China Business Forum at the Miami Free Zone.
- Sponsored and participated in the Asian Business Conference & Networking Reception.
- Attended and participated in a business seminar at Johnson & Wales University.

## Section IV – Accomplishment Since Inception

- Organized and conducted 9 ITC-led business development missions abroad and 1 incoming mission; and certified and supported more than 28 third-party missions.
- Sponsored and participated in Team Florida Welcome Reception for the Association of American Chambers of Commerce in Latin America (AACLA) Outlook on the Americas Conference 04-05.
- Participated in the Peru/ Expo 2004 Trade Show in conjunction with the Port of Miami.
- Sponsored and participated in the World Trade Center Miami's Florida International Achievement Award 2005.
- In conjunction with the Aviation Department, conducted 9 Airport Route Development Missions, and conducted Airport Briefings in Kenya, Senegal, South Africa, Belgium and Ireland, in addition to various briefings made at "Airport Routes" Conferences.
- Handled over 50 protocol assignments including providing transportation to visiting high level government officials, presentation of official gifts and Distinguished Visitor Certificates, and arranging of Airport Protocol.
- Produced annual "Trade Numbers" statistical guide during each of last four years and disseminated to trade community.
- Administered Miami-Dade County – FIU Program.
- Produced and distributed an Economic Impact Study of the impact of merchandise trade on Miami-Dade County.
- Supported FTAA and Miami-Dade County's efforts to secure the permanent seat of the FTAA Secretariat.
- Sponsored and participated in the Caribbean Central American Action (CCAA) 27<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup> Miami Conference on the Caribbean Basin.
- Participated in the Sixth (VI) Sister Cities Hemispheric Forum in Iquique, Chile
- Staffed and supported Inter American Conference of Mayors held in 2002, 2003, 2004, and 2005.
- Conducted a Consular Corps Briefing and Reception in March 2003 to introduce the newly created ITC.
- Held a training workshop for the Trade Commissioners in South Florida.

- Sponsored and participated in World Trade Center's State of the Ports Luncheons.
- Sponsored/ participated in Beacon Council's Beacon Awards.
- Facilitated business matchmaking for an incoming mission from Jamaica. With use of ITC database scheduled 80 business appointments/ meetings.
- Facilitated business matchmaking – Assisted GMCVB with business matchmaking for incoming mission from Chile. Referred 1,142 Miami-Dade businesses as potential business partners.
- Staffed and conducted 25 ITC Board of Directors meetings and more than 30 ITC Committee Meetings.
- Staffed and conducted 5 ITC Board Retreats.
- Sponsored and participated in the Black Affairs Advisory Board's Pillars Awards.
- Sponsored and participated in the XXVI Hemispheric Congress of Latin Chambers (CAMACOL).
- Sponsored and participated in the Foundation for Democracy in Africa's AGOA Civil Society Forum in Washington D.C.
- Sponsored, supported, and participated in business development mission to West Africa (Nigeria and the Republic of Benin).
- Sponsored and participated in the World Trade Week Expo 2004 trade show. Manned a booth and disseminated information about ITC.
- Sponsored and participated in Tigers of Asia Trade Show.
- Sponsored and participated in the Americas Linkage Conference.
- Organized four consecutive annual "Miami-Dade Celebrates the Art of its Sister Cities" art exhibits.
- Attended a business luncheon hosted by the Consul General of Japan.
- Attended Florida's Trade Partners meeting in Tampa (Enterprise Florida).
- Hosted journalists and representatives from Latin America and briefed them on Miami's suitability to become the FTAA Permanent Secretariat.
- Sponsored and participated in the World Trade Center Miami's Florida International Achievement Award.
- Sponsored and participated in Greater Miami Convention and Visitors Bureau Annual Meetings.
- Facilitated various meetings with other County departments for visiting dignitaries and delegations.

The ITC has administered the Miami-Dade County Sister Cities Program since it was created in November 2002.

- Established 4 new Sister Cities relationships with Pereira, Colombia, Turks & Caicos Islands, the Federation of St. Kitts and Nevis, and Mendoza, Argentina.

- Organized and took missions to the Province of Asti, Italy, the Canary Islands, Spain, Turks & Caicos Islands, and the Commonwealth of the Bahamas.
- Developed a Sister Cities art exhibit program, which has been held annually for 4 consecutive years.
- Helped organize and participated in a good will “Mission of Hope” to the Dominican Republic after suffering devastation left by Hurricane Jeanne.
- Participated in the Sixth (VI) Sister Cities Hemispheric Forum in Iquique Chile.
- Participated in 4 Sister Cities Conferences.
- In collaboration with Miami Dade College, organized a one day Food and Hospitality Expo.
- Participated in the Miami Beach Sister Cities Symposium on Travel & Tourism.
- Participated in the Sister Cities Young Artist Competition.
- Awarded 3 scholarships to Miami Dade College students.
- Sponsored a fundraiser banquet and gala dinner honoring Jamaica’s 40<sup>th</sup> independence anniversary.
- Under its International Assistance Program, donated money to the “Save the Children” program for hurricane relief in Santo Domingo and Haiti and, for victims of Tsunami Relief.
- Staffed and conducted more than 20 Sister Cities Coordinating Council meetings and numerous committee meetings.
- Received 8 business/ government delegations from its Sister Cities or cities interested in pursuing Sister Cities Relationships with Miami-Dade County:
  - Received a business delegation from the Canary Islands, Spain headed by the President of the Canary Islands.
  - Received a delegation from Bavaria headed by the Bavarian State Minister and Head of the State Chancellery.
  - Received a delegation from the Czech Republic headed by the Prime Minister of the Czech Republic.
  - Received a business delegation from Uruguay headed by the President of Uruguay.
  - Received a business delegation from Goyang City, South Korea headed by the Mayor of Goyang City.
  - Received a delegation from Leeds, United Kingdom.
  - Received a delegation of government officials and businessmen from Pereira, Colombia headed by the Mayor of Pereira.
  - Received a delegation from Asti, Italy headed by the president of the Asti province to commemorate the twentieth anniversary of the Sister Cities relationship between Miami-Dade County and the Province of Asti.

## Section V – Anticipated Future Accomplishments

The ITC Board, acting through its voting members or its Executive Director, will continue to meet its goal of promoting Miami-Dade County as an international trade destination, including the following objectives:

- Production of promotional DVD in Spanish and French.
- An exploratory mission to the Republic of India, September 30 – October 7, 2007.
- Exploratory missions to a country/countries as yet to be determined, in the Western Hemisphere and Europe/Middle Eastern region
- Sister Cities agreements with the Republic of Guatemala and the City of Cape Town, South Africa.
- The annual Sister Cities art exhibit.

The ITC shall:

- represent Miami-Dade County's international trade interest and be an advocate for the international trade community at the local, state and federal level,
- organize incoming and outgoing trade missions, and promote two-way trade between Miami-Dade County and other parts of the world,
- increase the coordinating and proliferation of e-commerce and promote Miami-Dade County and other parts of the world,
- engage in Trader Maker Alliances with other cities in the United States and North America,
- establish and maintain a well-defined database of County businesses in international trade to determine product markets and businesses for use in matchmaking, mission recruiting, and referrals. Provide trade information to all sectors of Miami-Dade County as well as state, national, and international governments,
- develop a strategic action plan to help define Miami-Dade County's top markets and products; and conduct other studies as needed to support ITC international trade activities,
- engage in activities that increase Miami International Airport's airline competition, and air service development,
- develop and expand trade through the County's Seaport,
- promote Miami-Dade County as the Gateway to the Americas and beyond,
- develop and expand trade and commerce with markets in Latin America, Europe, Africa, and Asia,
- identify and develop a variety of alternative funding sources and shall seek and apply for state, federal and private grants,

- administer the Miami-Dade County Sister Cities program under its existing County resolutions, bylaws, governing structure, assets and programs,
- coordinate services with the Consular Corps of Miami-Dade County, and
- develop a one-stop information and resource center for international trade.

## Section VI – Additional Comments



## TABLE OF CONTENTS

Section 1	Board's Mission .....
Section 2	Board 's Performance Measures.....
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Section 5	Scorecard.....
Section 6	Revolving Loan Fund Status Report.....



SECTION 1  
BOARD'S MISSION

# ***MISSION STATEMENT***

METRO-MIAMI ACTION PLAN TRUST IS COMMITTED  
TO ADDRESSING THE SOCIOECONOMIC DISPARITY  
OF MIAMI-DADE COUNTY'S BLACK COMMUNITY BY  
ADVOCATING AND COORDINATING INITIATIVES  
AND  
PROGRAMS FOR THE BENEFIT OF THE  
COMMUNITY-AT-LARGE.



## **METRO-MIAMI ACTION PLAN TRUST**

### **Our Mission**

Metro-Miami Action Plan Trust is committed to addressing the socioeconomic disparity of Miami-Dade County's Black community by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

### **Our History**

Metro-Miami Action Plan Trust (MMAP) is a Miami-Dade County agency established in 1983 by the mayors and managers of Dade County and City of Miami, the Chair and Superintendent of the School Board, the Greater Miami United Board of Directors, and the chief executives of local institutions of higher education that agreed to lead this community towards reducing disparities facing the Black community. (After several civil disturbances the U.S. Civil Rights Commission was summoned by the Community Relations Board to suggest solutions to a community polarized along ethnic and economic attitudes.) Decision makers began to implement a plan led by grass root citizens and The MMAP Process was implemented. It was funded by the County Commission which involved four work groups comprised of citizens, government officials, and university personnel to gather data and recommend solutions addressing major issues in the areas of housing, education and training for jobs, economic development and employment, and criminal justice system sensitivity.

In 1992, MMAP was restructured as a 21-member public trust by County ordinance 92-12 and further restructured in 1993 by county ordinance 93-12. In 2001, the Code of Miami-Dade County was amended removing the transition period and granting additional powers to the Metro-Miami Action Plan Board of Trustees.

Today, the role of MMAP is still one of advocacy and serves as a compass to guide the organization in fulfilling its mission to create economic and social empowerment opportunities to develop prosperous neighborhoods.

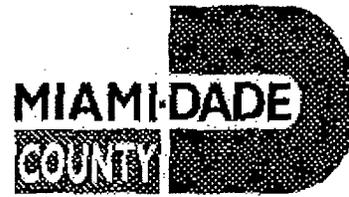
### **Our Accomplishments**

MMAP has accomplished several notable tasks since its inception with leadership provided by Miami-Dade Board of County Commissioners with assistance from federal, state and local partners. The most notable include the Tampa Plan a replication of MMAP; secured dedicated revenue streams in addition to county dollars to deliver excellence to youth and provide homeownership opportunities; secured federal funds to assist business in Overtown; increased the number of Black jurors on criminal and civic juries; established the production of a video tape in the 80's explaining the jury pool process to jurors on duty which is still used today; establishment of Florida Martin Luther King, Jr. Institute for Nonviolence, the first nonviolence management institution in the State of Florida; Nonviolence and sensitivity training provided police and citizens; advocated for police substations in local neighborhoods; established the first Miami-Dade County Teen Court; developed an alternative educational

program – Martin Luther King, Jr. Leadership Academy; a partnership with MMAP Foundation, Inc. -- to expand the agency's economic development division to include international trade; the creation of North Dade Community Development Federal Credit Union; assisted with funding for the first Denny's Restaurant; assisted with funding for the second Denny's Restaurant near Pro Player Stadium; the fostering of several youth entrepreneurs in South Dade; created a summer banking program for H.S. students; the funding of housing developments in West Perrine; the creation of MMAP Housing Assistance Program that has contributed millions of dollars to the local tax base and encompasses a down payment assistance program, pre and post counseling project and a housing development initiative; the coordination of the annual BOSS-FOR-A-DAY event for public high school students to shadow a professional in a desired industry for a day; positioning the agency as a resource center for news media; advocate for thousands of residents concerned with the socioeconomic state of Miami-Dade County's Black neighborhoods; provided hundreds of community forums and workshops in heightening awareness of critical socioeconomic issues and trends; the awarding of millions of dollars to small businesses and community-based organizations; and hosting the largest and longest-running conference on local Black issues.

***“Delivering excellent public services that address our community's needs and enhance the quality of life for all.”***

**Metro-Miami Action Plan Trust**  
19 West Flagler Street, M-106  
Miami, Florida 33130  
305-372-7600



SECTION 2  
BOARD'S PERFORMANCE MEASURES

**Metro-Miami Action Plan**

- LAYOUT
- PUBLISH
- SUBSCRIBE
- OPTIONS
- SCORING
- LINKS
- ADD
- EDIT

**Scorecard >**

1.0 Customer	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
ADD					
<u>Promote education, training and technical assistance to businesses and entrepreneurs</u>					
<input checked="" type="checkbox"/> <u>Business Plans Assistance</u>	FY07 Q3	62	75	213	185
<input checked="" type="checkbox"/> <u>Entrepreneurial Development Forums</u>	FY07 Q3	1	3	5	9
<input checked="" type="checkbox"/> <u>Entrepreneurial Development Technical Assistance</u>	FY07 Q3	222	200	718	480
<u>Increase number of low to moderate income homeowners - MMAP</u>					
<input checked="" type="checkbox"/> <u>Annual Homeownership Assistance Loans through Lottery</u>	FY06	0	0	0	0
<input checked="" type="checkbox"/> <u>Annual Homeownership Assistance loans through Lottery Supplement</u>	FY06	1	1	1	1
<input checked="" type="checkbox"/> <u>New Homeownership Assistance Loan Applications</u>	Jun 2007	78	59	684	538
<input checked="" type="checkbox"/> <u>New Homeownership Assistance Loans Approved</u>	Jun 2007	84	52	595	474
<input checked="" type="checkbox"/> <u>Review of Loan Applications</u>	Jun 2007	51 %	70 %	53 %	70 %
<u>Provide outreach/prevention and intervention services for youth</u>					
<input checked="" type="checkbox"/> <u>Anti-theft Workshops - MMAP</u>	FY07 Q3	10	6	34	18
<input checked="" type="checkbox"/> <u>Court Session Held - MMAP</u>	Jun 2007	27	15	138	95
<input checked="" type="checkbox"/> <u>Education, Intervention and Prevention Tours</u>	FY07 Q3	3	3	8	9
<input checked="" type="checkbox"/> <u>Ethics Workshops - MMAP</u>	FY07 Q3	12	7	32	21
<input checked="" type="checkbox"/> <u>Juvenile Offenders Referred</u>	Jun 2007	25	21	225	182
<input checked="" type="checkbox"/> <u>Recidivism Rate for Teen Court Participants</u>	FY07-Semi-1	2 %	15 %	2 %	15 %
<u>Improve the education of students at MLK Academy</u>					
<input checked="" type="checkbox"/> <u>At-Risk Students Attendance in School</u>	Jun 2007	0 %	0 %	80 %	76 %
<input checked="" type="checkbox"/> <u>Reading Fluency for At-Risk High School Students</u>	FY07 Q3	73 %	70 %	148 %	140 %
<input checked="" type="checkbox"/> <u>Reading Fluency for At-Risk Middle School Students</u>	FY07 Q3	65 %	70 %	142 %	140 %
<input checked="" type="checkbox"/> <u>Students Present for FCAT Exam</u>	FY07	100 %	90 %	100 %	90 %
ADD					
2.0 Financial	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<u>Meet Budget Targets (Metro-Miami Action Plan)</u>					
<input checked="" type="checkbox"/> <u>Revenue: Total (MMAP)</u>	FY07 Q3	\$1,309 K	\$1,651 K	\$10,237 K	\$9,608 K
<input checked="" type="checkbox"/> <u>Expen: Total (MMAP)</u>	FY07 Q3	\$3,149 K	\$3,072 K	\$9,762 K	\$9,216 K
<input checked="" type="checkbox"/> <u>Positions: Full-Time Filled (MMAP)</u>	FY07 Q3	27	32	26	32
<u>Ensure Compliance to Documentary Surtax Ordinance-Section 29-7</u>					

<input checked="" type="checkbox"/> <a href="#">Surtax Revenue used for new construction of affordable housing</a>	Jun 2007	0 %	50 %	0 %	50 %
<input checked="" type="checkbox"/> <a href="#">Surtax Revenue used to benefit low income families</a>	Jun 2007	68 %	50 %	64 %	50 %

**3.0 Internal**

| ADD

ED1 [Improve coordination of housing investments with other County departments](#)

As of Date      Actual      Goal    FYTD    Actual    FYTD Goal

[Number of new loans approved for affordable housing with other County Departments](#)

FY07 Q3      199      75      404      225

**4.0 Learning and Growth**

| ADD

ES5- [Ensure that Teen Court staff is properly skilled and motivated](#)

As of Date      Actual      Goal    FYTD    Actual    FYTD Goal

[Inservice Training for Teen Court](#)

FY07 Q3      4      2      6      4

**Initiatives >**

**Scorecard Details >**

**Exception Report**

**Owners**

**Monitors**

**Scorecard Name:** Metro-Miami Action Plan

[Hicks, Joann Phillips, Caesar](#)  
[Gonzalez, Jose L.](#)  
[Vickers, Milton Dixon, John](#)  
[Williams, Anthony](#)

**Description:**

**Parent Scorecards**

**Child Scorecards**

[ACM Scorecard - Curry, Cynthia](#)

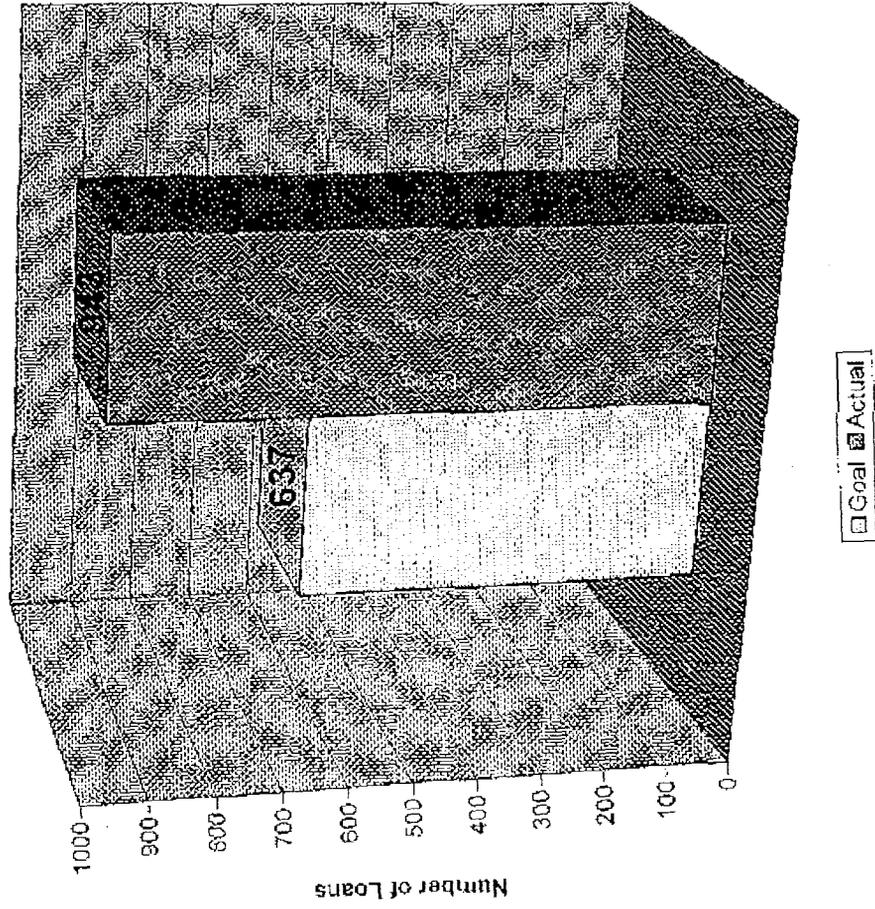
**External Applications >**

**Attachments >**

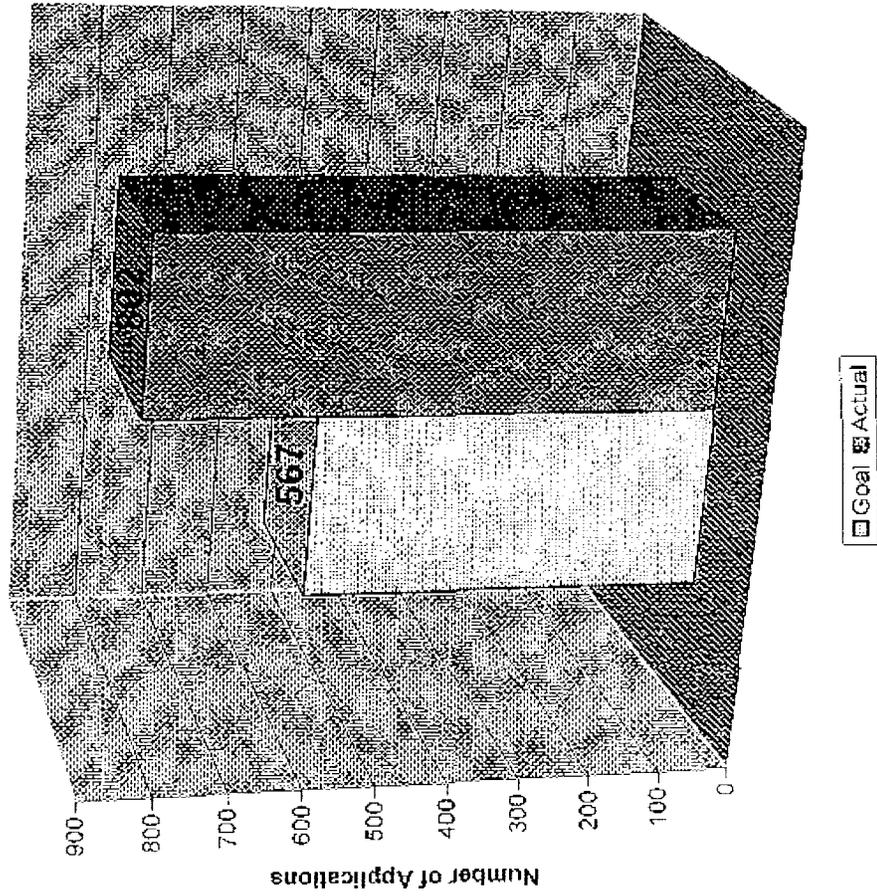
- [MMAP Business Plan \(FY07-08\)](#)
- [MMAP Budget \(FY07\)](#)

Title	Status	Check Out
<a href="#">MMAP Sortie/Fitness Challenge</a> <a href="#">[Edit Properties]</a>	<a href="#">[Check Out]</a>	

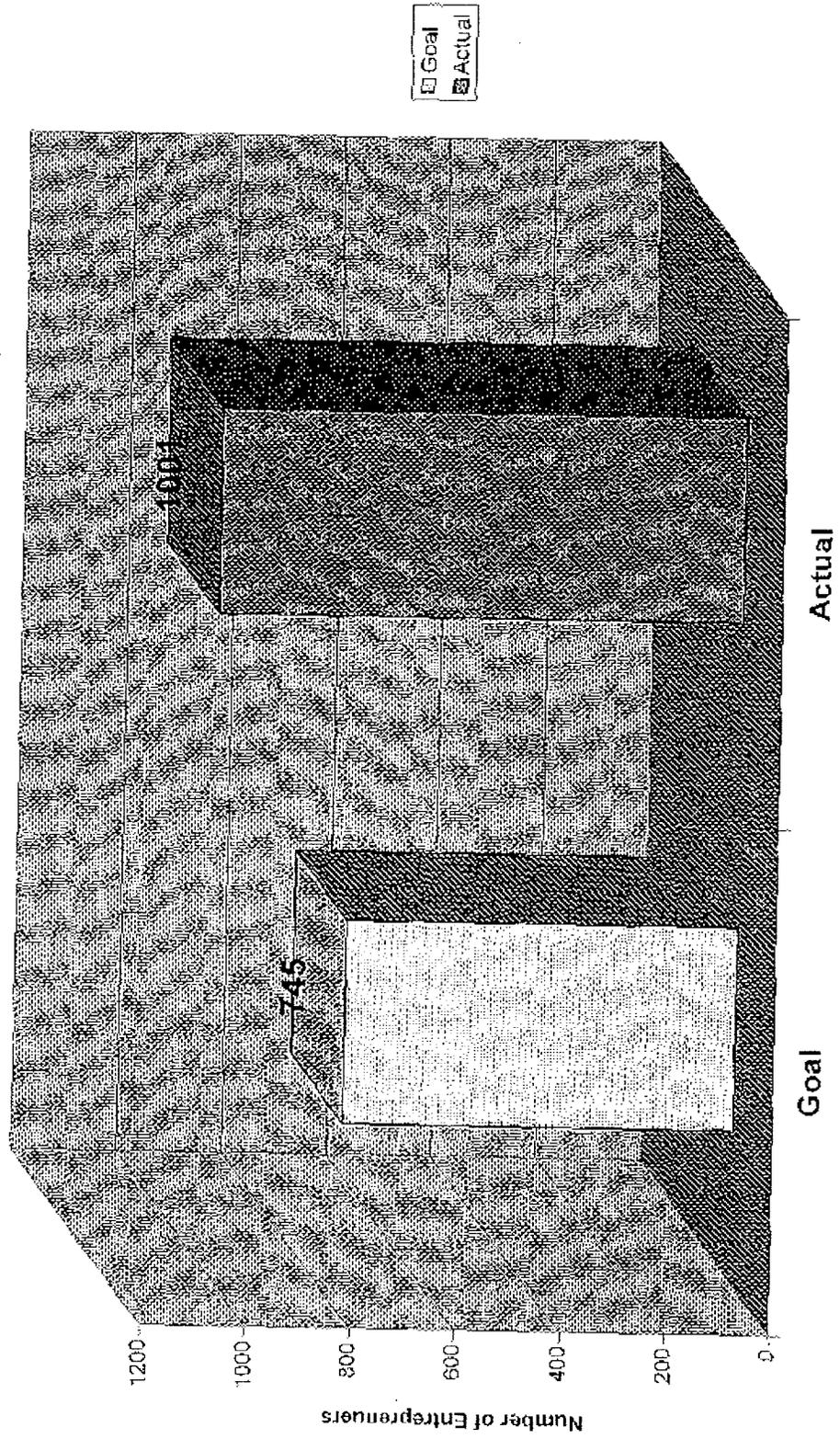
**Number of Loan Application Processed  
For Low to Moderate Income Home Buyers  
July 1, 2006 Through June 30, 2007**



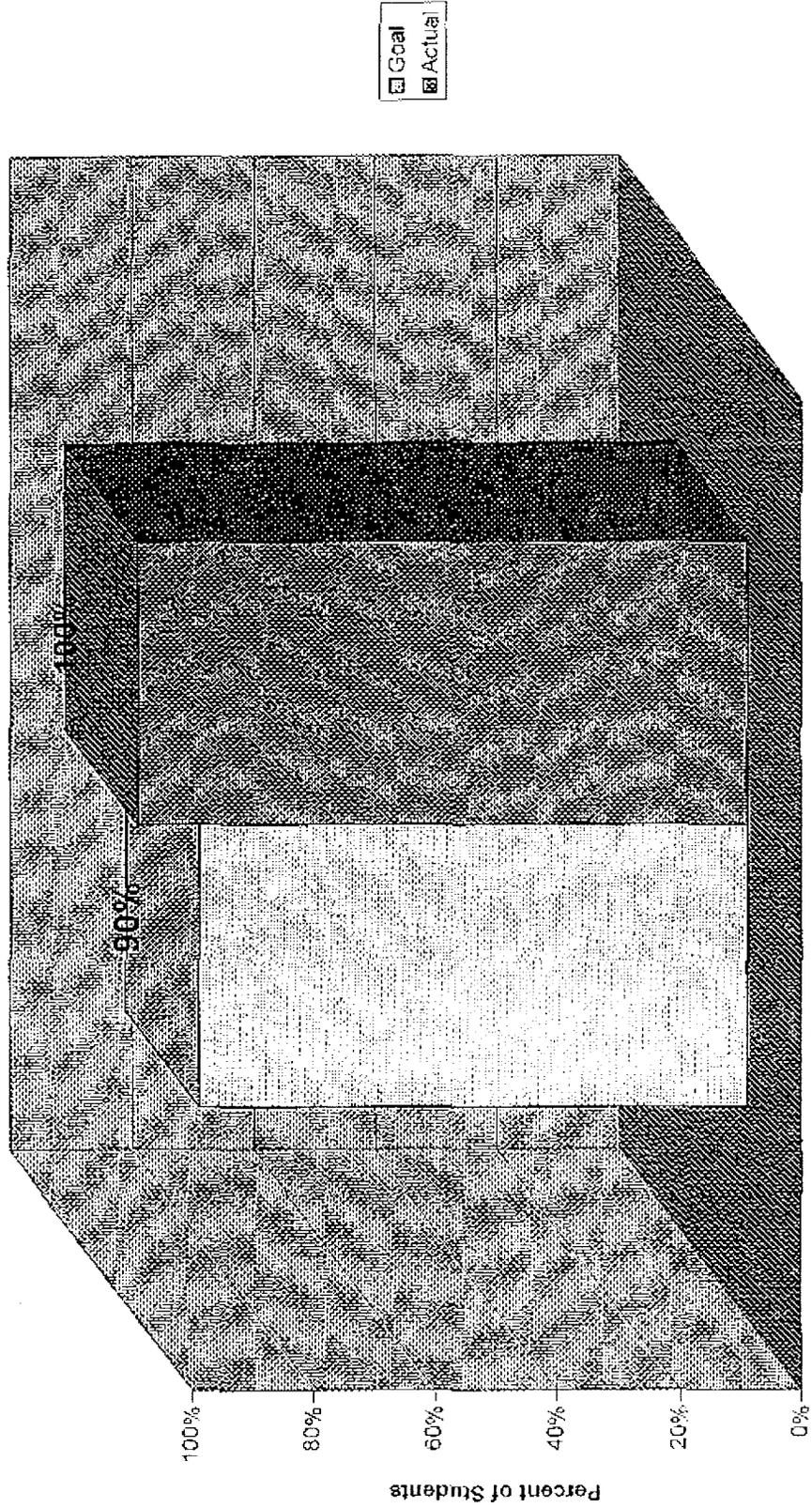
**Number of Loan Approved  
For Low to Moderate Income Home Buyers  
July 1, 2006 Through June 30, 2007**



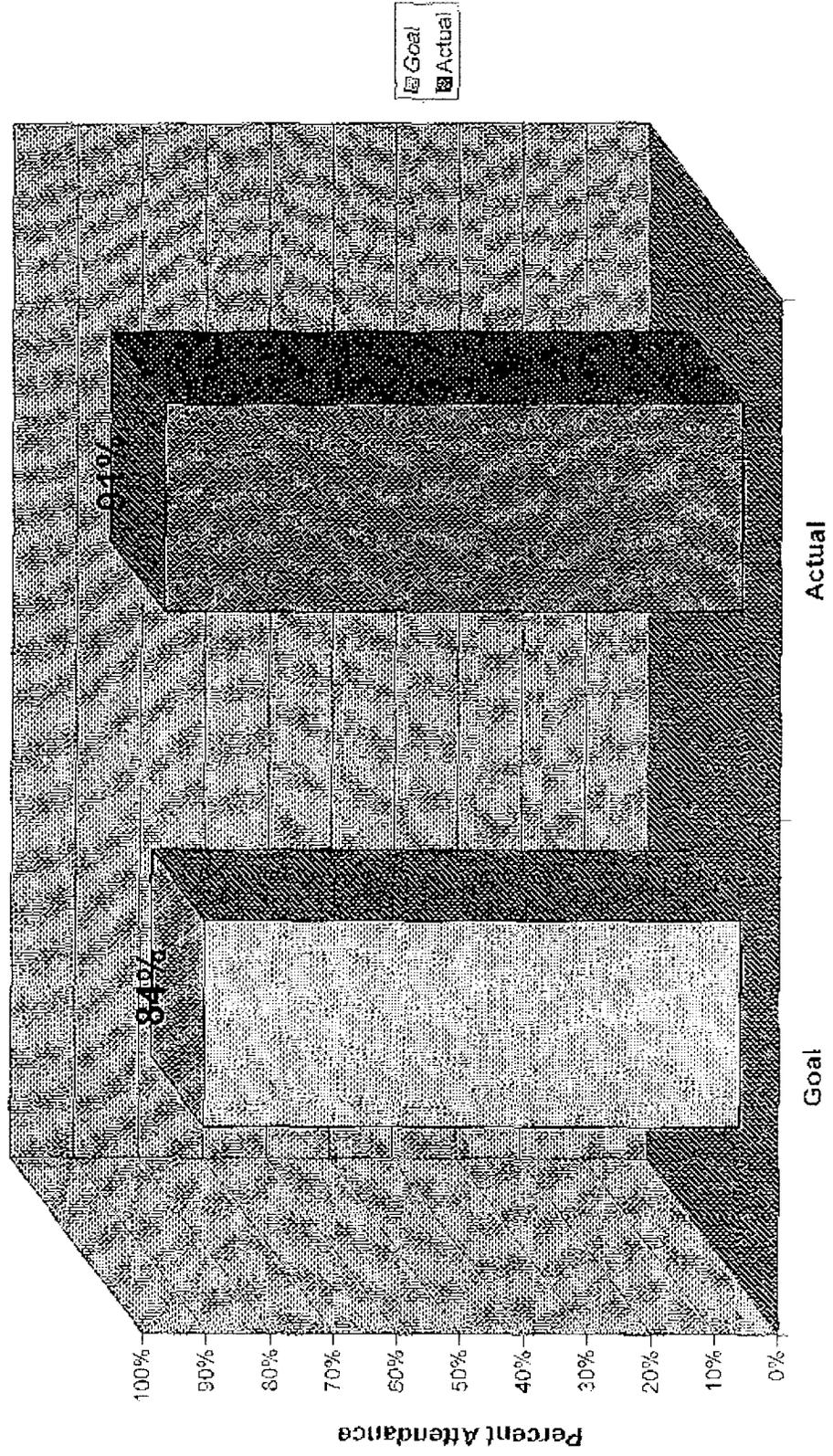
Technical Assistance Provided to Entrepreneurs  
July 1, 2006 Through June 30, 2007



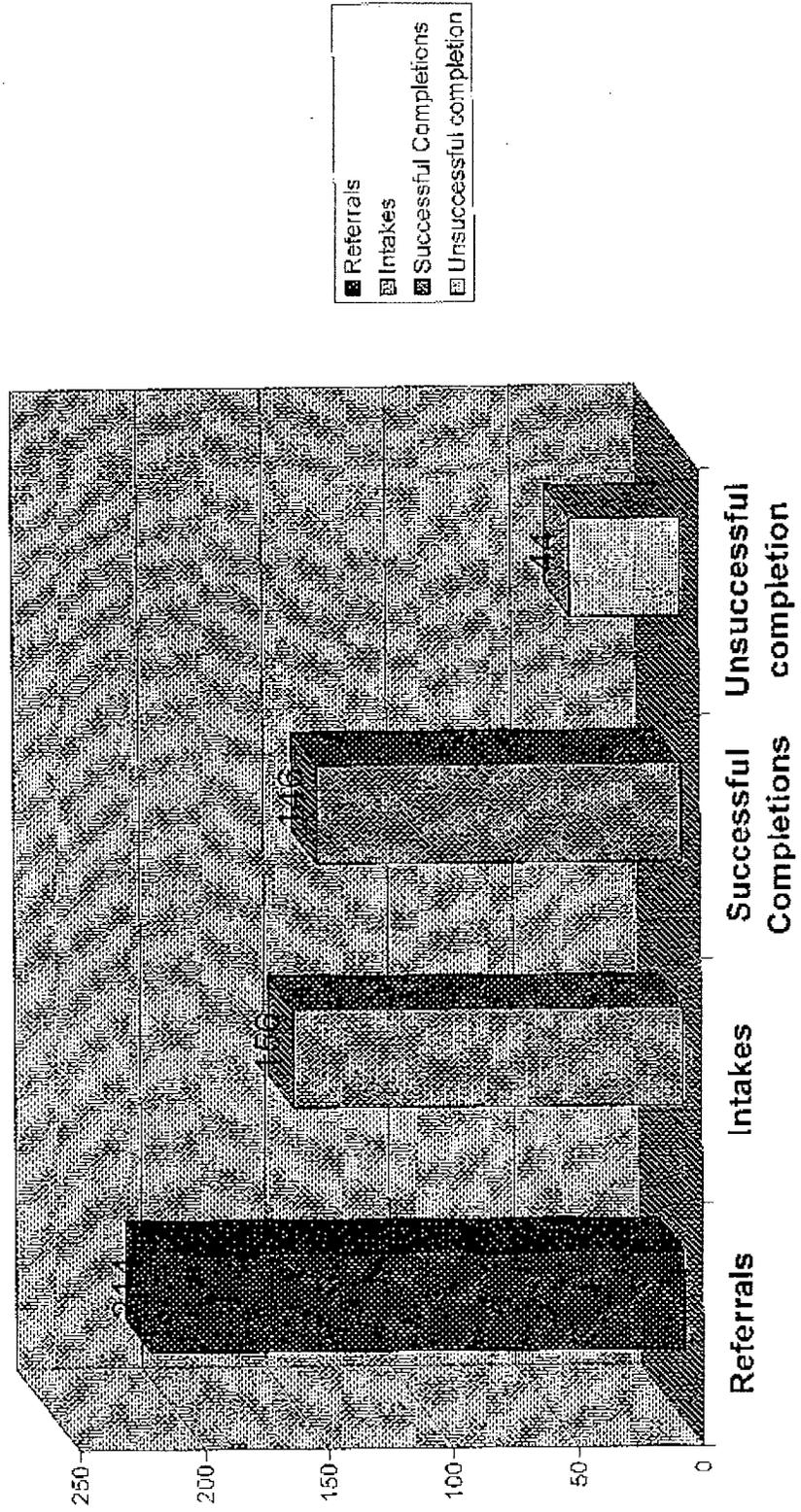
**Percentage of At Risk Student Taking FCAT  
July 1, 2006 Through June 30, 2007**



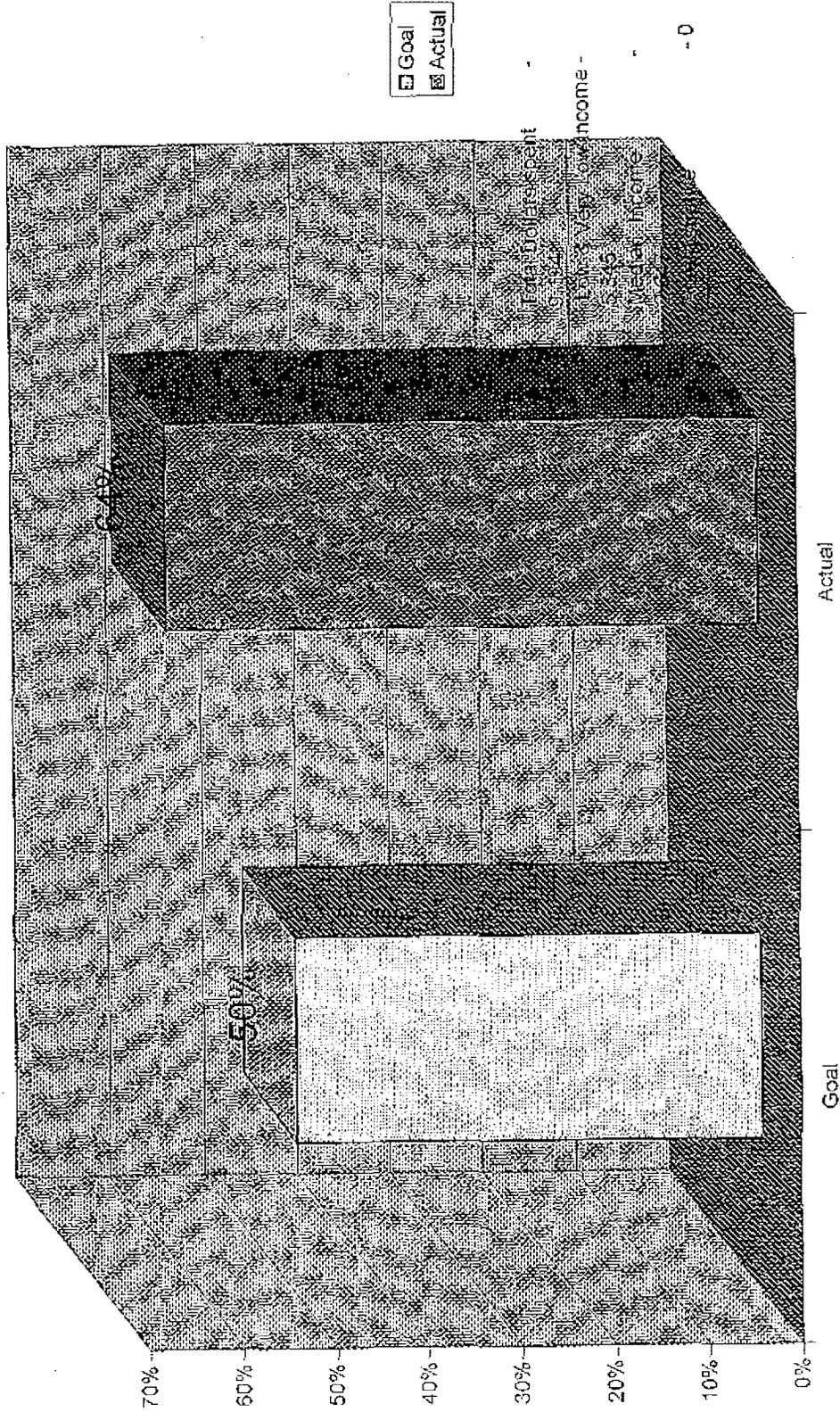
# At-Risk Students Attendance in School July 1, 2006 Through June 30, 2007



**Teen Court  
Program Results  
July 1, 2006 Through June 30, 2007**



**MMAP HOUSING ASSISTANCE PROGRAM  
 PERCENTAGE OF SURTAX REVENUE USED TO BENEFIT LOW INCOME FAMILIES**





SECTION 3  
ACCOMPLISHMENTS FOR  
PAST TWELVE MONTHS

**ECONOMIC DEVELOPMENT**  
**PAST TWELVE MONTHS ACCOMPLISHMENTS**

- South Dade Small Business Capitalization provided marketing, branding, how to write a business plan and other workshop throughout the day to over 150 businesses that attended the SDSBC.
- South Dade Small Business Capitalization had vendors that participated in displaying their products to over 150 businesses.

**ECONOMIC DEVELOPMENT INITIATIVES**

- In an effort to provide economic development information and technical assistance to individuals that are interest in starting a business and companies regarding expansion and retention, MMAP hosts monthly meetings and has partnered with the Entrepreneurial Institute at Florida Memorial University and The Miami-Dade Chamber of Commerce to impact our community.
- Through the past 2 years many people have benefited from their participation in one-on-one business consultation at the Institute, having the opportunity for business professionals to visit their neighborhoods in the Economic Development Mobile Unit and participating in a series of business empowerment seminars geared to learning about how to grow your business.

**DEVELOPMENT INITIATIVES**

In an effort to provide economic development information and technical assistance to individuals that are interested in starting a business and companies regarding expansion and retention, MMAP hosts monthly meetings and has partnered with the Entrepreneurial Institute at Florida Memorial University and The Miami-Dade Chamber of Commerce to impact our community.

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The following information provides an overview of achievements that MMAP has attained in our continued quest to assist the Black community in the development arena.

### **Overtown Community Development Committee**

Dr. Phillip Mann, Director, Entrepreneurial Center met with a committee chaired by Kristopher Smith, City of Miami, and Overtown Service Center to discuss the Miami-Dade Empowerment Trust Office. The two entities agreed to provide assistance to businesses in the Overtown area.

### **Economic Development Mobile Unit Partnership**

As a joint outreach provision, Entrepreneurial Institute at Florida Memorial University, MMAP and corporate partners are proud to continue the service provided through the MOBILE ECONOMIC DEVELOPMENT UNIT. The unit is an economic development mobile assistance office housed in a specially designed 48-foot tractor trailer. The mobile office is designed to deliver small business development resources and assistance to individuals in their neighborhood who want to start a business.

During FY 2004-05, the mobile unit was completed and outfitted with furniture, office supplies and all required handout materials necessary for clients. To advertise the program, 2,500 flyers were prepared and distributed. To arrange for the unit to visit neighborhoods in the North and South Dade community, meetings were scheduled with community leaders and agency representatives to coordinate site locations. In addition, press releases were prepared for neighborhood newspapers for mobile unit marketing.

The Mobile Economic Development Unit partnership with MMAP, Florida Memorial College and the Entrepreneurial Institute is the proud winner of a 2006 National Association of County Organization's (NAO) Award, prepared by MMAP staff.

### **Entrepreneurial Institute Seminars**

Ten non-credit business seminars were held on the campus of Florida Memorial University April 19 and June 15, 2006. The seminars included Starting A Small Business, Preparing a Business Plan, Keeping Good Financial Records, Marketing Your Product or Service, Importing – international Business, Exporting – International Business, Using Computers In The Small Business, Managing For Greater Profits, and Understanding Credit. One hundred and sixty (160) people attended the seminars.

A resource book was developed on lending and credit that was distributed to MMAP staff, FMU faculty and staff and individuals that attended the mobile unit and seminars. A Metro-Miami Action Plan Trust funded program located on the campus of Florida Memorial University

MAN HOURS WORKED BASED ON 50 WEEKS PER YEAR

FISCAL YEAR OCTOBER 1, 2004 – SEPTEMBER 30, 2005

- DR PHILIP H. MANN                      2,092 HOURS                      320 HOURS  
Director                                      ON CAMPUS                                      ON MOBILE UNIT
  
  - ROSE MARIE MCCLUNG    2,692 HOURS                      320 HOURS  
Associate Director                      ON CAMPUS                                      ON MOBILE UNIT
- FISCAL YEAR OCTOBER 1, 2005 – SEPTEMBER 8, 2005**  
NOTE: This is to date – not a complete month for September
- DR. PHILIP H. MANN                      1,574 HOURS                      632 HOURS  
Director                                      ON CAMPUS                                      ON MOBILE UNIT
  
  - ROSE MARIE MCCLUNG                      1,574 HOURS                      632 HOURS  
Associate Director                      ON CAMPUS                                      ON MOBILE UNIT

**Miami-Dade Chamber of Commerce Business Empowerment Network Series FY 2005 - 2006**

Metro-Miami Action Plan Trust partnered with the Miami-Dade Chamber of Commerce to host several seminars entitled the "Business Empowerment Network Series". The goal of these seminars was to promote the building of economic wealth in the Black business community through various programs such as access to business capital, information clearing house and marketing tools. Through these initiatives, MMAP and the Chamber assisted the Black business community to realize its full potential. The following is a list of the seminars that were scheduled:

- Real Estate: The Game
- Access To Capital
- How To Write A Business Plan
- Marketing Your Company and Creating Your Own Brand

Companies and individuals that attended learned how to locate resources and opportunities; expand business procurement opportunities with corporate and government entities; develop marketing tools that assisted them in increasing sales; and helped to identify potential corporate mentors and partners.

320 People Attended the Seminars during FY 2005 – 2006

**Collective Banking Group of Miami-Dade County and Vicinity**

In an effort to capitalize on the economic power that churches have, over 50 ministers representing church congregations, community groups and businesses have established the Collective Banking Group of Miami-Dade County and Vicinity (CBG).

This collaborative relationship between several financial institutions and other organizations is developed to lead the African-heritage community into economic empowerment that is self-sustaining for future generations. The participating banks include: CitiBank, Wachovia, One-United, Washington Mutual, Bank of America and Great Florida Bank.

MMAP Trust committed \$25,000.00 to join the CBG and help launch this initiative of county-wide representation which supports our mission. MMAP recognizes the connectivity CBG has to the community and wants to help provide advocacy to the constant theme illustrated over the years of finding ways to increase support of Black owned institutions and create partnerships with other Black owned enterprises. We believe the CBG will help these initiatives, create jobs and infuse economic redevelopment in Miami's urban corridors.

#### Member Churches

The CBG currently has 52 member churches, an increase of 49% since December 2005.

Those 52 member churches have approximately 48,000 congregants who are all considered members of the CBG.

#### Chapter Successes

In May, the CBG hosted a two-day conference sponsored by MMAP which included topics on: the CBG and its process for members, homeownership for first time homebuyers, credit and debt management, Bone Marrow and Blood Awareness Drive, college and workplace tips for youth; and small business success strategies to name a few. This was an ideal way for individual members to learn more about the CBG and what it has to offer. The CBG is also a vehicle for businesses that genuinely support its mission. Through a program called Strategic Partnership, businesses can apply and be approved as strategic partners of the organization. The impressive list of strategic partners includes: attorneys, CPAs, financial planners, banks and their representatives, residential developers, a web designer, photographer and publicist. All these partners can provide valuable services at reasonable costs to the wider membership of the CBG.

#### TECO Power Plant • Public-Private Partnership

Metro-Miami Action Plan (MMAP) Trust and Overtown Civic Partnership (OCP), under the administrative leadership of Miami-Dade County, formed a collaborative, whereby MMAP, assisted the OCP by providing \$50,000 for Florida International University (FIU) to conduct an assessment through their Engineering Division to research and provide documentation on the fiscal impact the power plant might have for future development. Ideally, if the assessment is optimistic and Miami-Dade County (owner of the power plant) receives

enough revenue from the power plant to meet debt payment and reserves then any surplus funds could be used for the development of attainable housing and other community ventures in Overtown. This agreement, would have long term benefits of providing residents currently living in Overtown the opportunity to remain and others a chance to return to the area.

### **International Trade**

MMAP supported international trade initiatives as a way of ensuring Black business owners are linked to import countries to take advantage of trade opportunities. There were a few missions that sparked an interest to create business opportunities and provide additional revenue streams for Miami-Dade via international trade. Trips to South Africa, Trinidad, and Tobago County were fostered.

## 2006 -2007 HOUSING ACCOMPLISHMENTS

### Homeownership Assistance Program

During 2006-2007, MMAP Homeownership Assistance Program (HAP) continued to facilitate a working partnership among the public sector, private sector, financial institutions and local community in creating new homeowners. MMAP created 802 low to moderate income homeowners resulting in a total of \$9,194,282 in MMAP HAP mortgages.

### Parade of Homes Extravaganza

On June 16, and June 23, 2007 Metro-Miami Action Plan Trust Homeownership Program (MMAP HAP) in collaboration with the Miami Dade Affordable Housing Foundation and the Housing Finance Authority of Miami Dade County hosted the Parade of Homes Extravaganza. The Parade of Homes Extravaganza provided a forum for over 400 potential homebuyers to be matched up with affordable housing developers and realtors specializing in affordable housing.

### Homeownership Lottery Initiative

Metro-Miami Action Plan Trust allocated \$1,310,025 in Documentary surtax dollars to increase the gap financing towards the purchase price and closing costs of affordable housing units for very low and low income homebuyers. MMAP HAP utilized a lottery process to offer 7 first time very low and low income homebuyers up to seventy five percent of the purchase price in the form of forgivable, zero percent interest, non- amortized, second mortgage.

### Housing Development Initiative

- **The Mirage At Sailboat Cove**

In an effort to foster the development of affordable housing in Miami-Dade County, MMAP invested \$1 million in a new housing development project in the City of Opa-locka. The Mirage at Sailboat is a 171-unit gated town house residential community. It consists of approximately 40 acres with about 13 acres of upland suitable for construction. It spans from NW 17<sup>th</sup> Avenue to NW 19<sup>th</sup> Avenue between 143<sup>rd</sup> Street north to the Biscayne Canal (extension.) The proposed price range is from the high \$180,000 to the low \$200,000.

**MARTIN LUTHER KING, JR. LEADERSHIP ACADEMY**  
**AND TEEN COURT**  
**PAST TWELVE MONTHS ACCOMPLISHMENTS**

- MLK had 100% attendance for FCAT. We were the only alternative school to do that well.
- MLK received an "A" for the overall inspection of the school.
- MLK had a promotion rate of 97.5% for students going to the next grade for the 2006 – 2007 school years.
- MLK had an overall year round attendance average of 91%.
- Teen Court completed a Law Training Program for students at St. Thomas University Law School. More than sixty (60) high school students attended this required training to become student defense attorneys and prospecting attorneys for Teen Court. This training was in coordination with Carol City Senior High School law Magnet Program.
- Teen Court recidivism rate for 104 cases between March 1, 2006 through October 31, 2006 that was reviewed was 2%.



SECTION 4  
ACCOMPLISHMENTS SINCE INCEPTION



## **Metro-Miami Action Plan Trust**

### **1983 – 2003 HISTORY/ACCOMPLISHMENTS**

#### **Providing Part of the Solution**

One of the most positive steps this community took after racial tensions erupted into riots during 1969, 1980 and 1982 was the creation of the Metro-Miami Action Plan (MMAP).

The Black population in Miami felt powerless and frustrated from the effects of racial isolation and exclusion. The vast majority of blacks regardless of economic status were not a part of the decision making process and had no control politically or economically over their *destiny*.

After realizing Dade County's criminal justice system had been a continual source of abrasion to the Black community and that tensions had not decreased since the mid-60's, the Dade County Community Relations Board made a request for the United States Commission on Civil Rights to conduct public hearings in Miami, Florida. The US Commission completed the report **Confronting Racial Isolation in Miami** in June 1982. The report examines the role of local, State and Federal governments, and the private sector in the development of racial isolation in Miami. The symptoms of that isolation include high unemployment and a lack of access to job training and advancement, lack of business opportunities and loans, adequate housing, the justice system, complaints of police brutality, the physical destruction of large portions of the black community by municipal government, and equal educational opportunity for the city's black population. The report concluded "without such a commitment, from the groups, individuals, and units of government to work together with the black community to bring about that community's participation in all aspects of growth and progress in Dade County, conditions will worsen isolation will increase and violence will recur".

MMAP is a government-sanctioned and funded agency, established by Metro-Dade County in 1983. It was a response to a racial crisis, and at the time of its creation, seemed to be the best answer available to stem the racial riot and community tensions that rocked Miami in the early 80's. A call to action was made by elected officials, local governments, Metro-Dade County, City of Miami, municipalities, Dade County Public Schools, colleges and universities, private sector organizations, public sector agencies, community leaders and grass-root citizens all came together to develop the community-wide institute (MMAP) designed to address and eradicate the disparities existing between the Black community and the Dade community-at-large. A tri-ethnic group of power brokers answered the call to action and the "MMAP process" to bring about systemic change for the black community began.

The "MMAP process" is a comprehensive agency purposely constituted with authority, governance, funding, staff and a far reaching scope to stimulate progress, confront injustices, create opportunities, raise funds, raise standards and when needed raise "a little hell" promoting a better quality of life for

the Black and poor citizens of Dade County. In 1983, the focus of MMAP began with four *action areas* of disparity that needed committee structure to implement a urgent plan: Education and training for jobs, economic development and employment, housing and sensitivity in the criminal justice system. In 1987, the Board also added attention to the areas of federal/state relations and health and human services. MMAP Action Committees serve as the vehicle for obtaining current community input or recommended actions about any program, project, event or recommendation that the community wants sponsored, funded, advocated, or initiated. Lead Authorities are establishments identified to either make the systemic change or implement the necessary plan to address the recommended action/community issue with a report at the annual conference. The annual conference

In January 1983, officials began public dialogue about the responsibility of local government for the problems that lingered in the Black community. In July 1983, MMAP hosted its first community conference with over 800 participants and negotiated 176 Recommended Actions. Twenty years later the conference has continued to attract a large and diverse population of participants each year and is the longest running event on local black issues. The conference provides an official forum to report on the recommended actions gathered by the Action Committees at the request of a citizen, group, or professional organization. Nationally recognized speakers, as well as local elected officials and businessperson, are selected to bring insight, provide cutting-edge information and motivate the 1,000 participants. Workshops at the conference continue to address hot topics gathered during the year.

The following is a snap shot of the recommended actions - programs or projects advocated, sponsored and/or funded at the community's request for immediate action once the MMAP process created by Metro-Dade County, City of Miami, colleges and universities, concerned citizens. The accomplished are listed in two phases in the form of Recommended Actions (RA's) from 1983-1990 and the remaining accomplishments were done when the agency became the MMAP Trust from 1991 - 2003. The accomplishments have appeared in many different formats - MMAP annual conference books, annual reports, correspondences to county and city officials about their budget, and varied other internal and external reports.

## **Recommended Actions 1983 – 1990**

As noted earlier Recommended Actions (RA's) are

### **Criminal Justice Sensitivity**

Focus: Criminal Justice Sensitivity Action Committee – The action committee's focus was the development of a plan that will promote dual sensitivity and respect between the criminal justice system and the black and poor communities and to work diligently towards the implementation of said plan.

#### **1983-1990**

- RA 24A      Advocated to increase Black Jurors seated on Criminal and Civil Juries by changing the jury selection process
- RA 24B –    Statistical data on composition of juries in criminal trials
- RA 25 –      Review Peremptory Challenge and Jury Selection Process

- Juror Orientation Film shown to all jurors summoned for Jury Duty in both civil/criminal courts
- RA 33 – \*Established Community Dispute Resolution Centers
- RA 33A – Re-established trend for foot patrols and interracial police teams in high density and/or high crime areas
- RA 33B -- Established trend for police sub-stations in Black neighborhoods – Liberty City, Overtown, and Scott Projects ~ initiative expanded countywide
- RA 34 – Disseminated information to residents on functions of criminal justice system
- RA 48 – \*Expanded Officer Friendly and Resource officer Program in all schools
- RA 50 – \*Task force to monitor direct filing procedures against juveniles
- RA 50A – \*Development of facilities and programs for serious juvenile offenders
- RA 69 - \*Training programs for law enforcement personnel in cultural differences existing in the community they serve – see Criminal Justice Institute for Police Training
- RA 71 - Youth related activities sponsored by Law Enforcement Agencies
- RA 73 - Strengthened and expanded the Office of Professional Compliance and the Independent Review Panel – see Civilian Investigation Panel
- RA 78 - Expanded Victim/Witness Program that was offered

- ◀ Habitual truancy
- ◀ Conflict resolution and intercultural training
- ◀ Direct Filing against juveniles
- ◀ Facilities and program for serious juvenile offenders
- ◀ Expanding the jury pool in certain cases
- ◀ Increasing juror compensation
- ◀ Conduct study on retention, hiring, promotion, and evaluation of all black law enforcement officers throughout the various municipalities.
- \* ◀ Develop a comprehensive system of deliver for substance abuse treatment programs for all residents of the community, which will include the media and criminal justice system

## **Economic Development**

Focus: Economic Development Action Committee – The action committee's focus was principally aimed at designing an economic development plan for the black community and negotiating to acquire the resources and support necessary to implement the plan.

### **1983-1990**

- RA 1 Monitored the Federal Community Reinvestment Act (CRA)
- RA 12 Tax Abatement and Enterprise Zones to attract business to low-income areas
- RA 13 Development of Industrial Parks
- RA 51 Increased Black participation in local government procurement *Goals and Policies* including certification
- RA 53 Advocated for exemption from performance Bond by Black Contractors
- RA 56 Published Black Business Industrial Directory
- RA 59 Contracts to Black Professionals
- RA 87 Included Black Businesses in Greater Miami Chamber's Procurement Goals
- RA 88 \*International Markets/Black Business Trade Fairs – *discontinued due to funding*

- RA 91 \*Community Development funds allocated for Economic Development
- RA 105 \*Minority participation in Housing Production and Rehabilitation
- RA 238 Local initiatives support corporation activities - *discontinued due to funding*
- RA 239 \*Comprehensive Commercial Revitalization Program in Black Neighborhoods -- Greater Miami United and LISC - *discontinued due to funding*
- RA 240 Real Estate Ventures by Community Development Corporations --see West Perrine CDC
- RA 241 High Level decision maker for Industrial Park Development
- RA 242 Race Conscious Measures in Procurement Policies -- Implementation of MBE Policy - *Outlawed*
- RA 243 Created Entrepreneurial Institute for Minority Business Training and Development
- RA 300D Rouse Company/Bayside Marketplace Limited Partnership
- RA 301A
- RA 307D \*Greater Miami Chamber of Commerce surpassed its 15 million Black Business Procurement Goal for 1985 by purchasing \$16.1 million in goods, services, and construction contracts for Black-owned businesses
- RA 309D Hosted several Franchise Opportunity Fairs for business opportunities - *discontinued due to funding*

◀Provided financial, legislative, and/or technical support for the beautification of Poinciana Industrial Park and Opa Locka Industrial Park (New Century Development Corporation) -- *status report*

◀Provided funding for the *Planned Process* to create **Tools for Change**

◀Advocated for the inclusion of Black owned business at Bayside Market Place

◀Partnership for the funding of the Black Resource Guide

◀Established South Dade Task Force to unite the residents of South Dade

◀Operation Cleanup Tour in West Perrine with State Attorney Janet Reno

◀West Perrine CDC began development of community after Operation Cleanup Tour

◀West Perrine CDC/MMAP partnership to establish several business ventures in the community

◀Established local Banking Consortium for banking sensitivity for business loans

◀Created Micro Loan Program for small businesses

\*◀Funded Franchise development center operated by Miami-Dade Chamber of Commerce - *discontinued due to funding*

## **Education**

Focus - Education Action Committee -- The action committee's focus was the development of an alliance between Dade's educational institutions, present and potential system supporters and MMAP, in an effort to affect changes needed to reduce disparities that exist between Dade's Black and poor populations and the remainder of the community.

### **1983-1990**

- RA 10 \*Committee of MTA drivers to provide input on route scheduling and decisions
- RA 16 \*College Bound "Education Express" bus transportation to serve South Dade residents and physically disabled students
- RA 19 \*Assistance to teachers who have not passed the Teacher Certification Test
- RA 20 \*Classes and workshops for Black students to prepare for standardized tests

- RA 22 \*Expansion of the Gifted Program and programs for High Ability Students
- RA 39 \*Education trouble-shooting officers in predominantly Black communities
- RA 41 \*Parent Workshops and Parent Effectiveness Training in community locations
- RA 45 \*Pilot Program in a Black Community School to provide a full-range of services
- RA 45A \*Program for teachers, students, and parents to deal with conflict and reinforcement learning
- RA 46 \*Program for Prevention, Diversion, and Delinquency Services for youth in Dade County
- RA 47 \*Expand Edison Center Intervention Model and Positive Reinforcement Operation Model to School Systems Feeder Patterns of CAA target areas
- RA 63 \*Black role models for students in all Dade County Public Schools
- RA 66 \*Expand and Fund the Drop-out Prevention Program to increase Black Students Retention in Schools
- RA 67 \*Expand the "Early Re-entry Program" for students expelled from school
- RA

- \*◀Sixteen year track record with the creation of BOSS-FOR-A-DAY a Dade County Public School student/high level executive matching mentor program
- ◀Advocated for the construction of a new vocation education school in the Black community, which resulted in Turner Technical Vocational School
- \*◀Tutorials and enrichment activities for students as part of the Early Intervention Program
- \*◀Publication of the Black Speakers Booklet with the Office of Black Affairs, distributed to 110 public schools and public/private sector offices
- \*◀Establishment of day care facilities for students at MDCC, UM, ST. Thomas, and FIU
- \*◀Advocated for School Resource Officers
- \*◀Created College Success Strategies a student preparation workshop for college bound students
- \*◀Printed Three Editions of Parent Advocacy Handbooks and trained parents how to interact with the School system via the Parent Advocacy Workshops (PAW)
- \*◀Increased the number of Black School Administrators/Teachers

## **Employment**

Focus -- Employment Action Committee The focus of the committee was to seek a public private sector partnership with MMAP in such a manner as to develop and insure implementation of a plan, which will result in jobs for unemployed Blacks and other minorities.

### **1983-1990**

- RA 5 Local Government Affirmative Action Employment Goals initiative
- RA 7 Affirmative Action Goals for the Private Industry Council
- RA 11 Implement First Source Manpower Agreements written into Industrial Revenue Bonds
- RA 26 Hiring of additional Black professionals and technicians with the Clerk of the Courts
- RA 133 \*Information "Hot Line" for Job Training Program
- RA 139A Private industry and a specified number of jobs for qualified Black residents
- RA 221 \*Jobs Assistance Center in South Dade
- RA 222 \*200 entry-level jobs in the Forensic Hospital
- RA 223 \*Goal for Job Assistance Center to place 4,000 – 5,000 jobs

- RA 224 On-the-Job Training opportunities in Hotel and Retail Establishments
- RA 225 \*Job Placement for Blacks in the Bayside Marketplace Development Project
- RA 226 New Criminal Justice Program to provide broad range of job related services
- RA 227 First Source Manpower Agreements

◀Job placement program for Welfare mothers

◀Commissioned report entitled "Barriers to Employment for AFDC Mothers" to break the trend of unemployable Black females

◀Established High School and College Students Summer Jobs Programs – Partners for Youth  
Created marine-related summer job placements involving the maritime industry

◀Established language guidelines to provide guidance beyond that available by EEOC for use in the analysis of charges of employment discrimination involving language requirements.

◀Facilitated the development of a professional organization comprised of public and private sector affirmative action directors

## **Governmental Affairs**

Focus – Federal/State Legislative Action Committee – The focus of the committee was to generate the legal support and federal/state resources necessary to assist in the implementation of plans developed in other committees

### **1983-1990**

- RA 22A Multiple Assessment Criteria used in the Gifted Program
- RA 84 Welfare Mothers Forum
- RA 85 Partial Benefits to AFDC Recipients
- RA 86 Remedies for AFDC recipients who fail to disclose employment
- RA 96 Increased funding for the Community Development Block Grant Program for  
Rehabilitations
- RA 97 Advocate Documentary Surtax Housing Program
- RA 112 Funding for Public Housing, with emphasis on the needs of elderly poor children
- RA 113 Sources of State Revenue for affordable housing programs

◀A team of MMAP board members and staff walked the halls of the capitol and met with aides, legislators, and cabinet members to create awareness about the agency. Hosted annual legislative reception in Tallahassee Capitol Building inviting legislators, cabinet members, and aides to work with MMAP legislative items. All were invited to a reception in the capitol to culminate the awareness campaign/trip.

◀Establishment of a Youth Conservation Corp. to provide employment and training for Florida's youth

◀Establishment of a residential treatment facility in Liberty City for substance abusers with an allocation totaling \$250,000 from state legislature

## **Health and Human Services**

Focus – Health and Human Services Task/Action Committee – Established in 1989, the primary focus of this committee was to address teenage pregnancy, infant mortality, AIDS in the Black Community,

rationing of health care, cost related to healthcare for the working poor, infant mortality and drug abuse prevention.

### **1987-1992**

- First to address the AIDS epidemic in the late 80's
- Established "Black AIDS Network"
- Produced "Don't Even Try It" a video explaining the effects that substance abuse has on individuals
- Held forum "Healthcare: A community in Crisis" addressed the future rationing healthcare
- Assisted West Perrine CDC with the development of a medical center for residents in South Dade
- One Church One Child Program established a volunteer role Model Program for youth utilizing church members from all denominations as mentors.

### **Housing**

Focus – Housing Action Committee – The focus of the committee was the development of a plan to improve housing conditions in poor and black neighborhoods and mobilizing the support necessary to implement said plan.

### **1983-1990**

- RA 35 \*Developed strong neighborhood organizations/associations to insure Housing Codes were enforced
- RA 99 \*Targeted Code Enforcement Program
- RA 108 \*Program to apprise Black tenants and homeowners of their rights and obligations.
- RA 110 \*Partnership of Federal, State, and local governments to coordinate funding efforts for affordable housing units
- RA 116 \*Established programs for Acquisition, Owner-Built Housing, and Housing Rehabilitation.
- RA 200 \*Activities related to the Overtown Redevelopment Project
- RA 201 \*Enforcement of Dade County Law against Housing Discrimination
- RA 202 \*Sources of funding, land, etc., to facilitate the building of low and moderate housing
- RA 203 \*Private Foundations involved in housing for low-income families
- RA 246 \*Code Enforcement activities in South Dade
- RA 247 \*Expand Documentary Surtax Housing Program to South Dade area
- RA 248 \*South Dade Representative appointed to the Documentary Stamp Advisory Board

◀Established Documentary stamp tax use for affordable housing sponsored in the State Legislature by then Senator Carrie P. Meek

◀Established housing Code Enforcement Task Force to identify and fine property owners not in compliance

### **Accomplishments of the MMAP Trust 1990–2003**

To create an environment of self-sufficiency, Metro-Miami Action Plan Trust adopted a plan to become a Public Trust. At Public Hearing on February 18, 1992, the Board of County Commissioners passed and adopted Ordinance 92-12 giving the MMAP Board the authority to operate as a Trust.

MMAP is a Public Trust composed of twenty-one (21) voting members. The MMAP Board Trust, reports directly to the Miami-Dade Board of County Commissioners. The Trust continues to represent the ethnic make-up of the community, who volunteer their time money and resources. MMAP Board Members represent the Trust as chairpersons and co-chairs of the action committees. The remaining MMAP members and other volunteers that have expertise in a particular action area are encouraged to join in on the action committee process.

Due to budget cuts, staff reduction, and the dwindling participation from the power structure that once fueled the "MMAP Process" the agency had to lay the groundwork for its survival into and beyond the millennium. The focus, with a new ordinance in place, was to decide if it would be feasible to become autonomous from Dade county government. It was agreed that several things needed to take place: create a fundraising mechanism – by hiring well-known grant writers within the procedures of Miami-Dade County to create a new revenue stream, secure dedicated source(s) of funding and create a foundation to have a place to house any new revenue streams that were secured.

In 1994, after many rounds of public and private sector competition, the Metro-Dade County Commission approved the collection for two out of three funding sources the MMAP Trust was seeking for recurring funding. These dedicated revenue streams rendered eight percent from the Documentary Surtax Stamp for housing (in hindsight by implementing the initiative MMAP should have been grand fathered into that stream) and eight percent from the Occupational License Tax for economic development.

## **Criminal Justice Sensitivity**

### **1990 - 2003**

- ▶ Established Kingian Nonviolence Conflict Resolution Training for law enforcement officers,
- ▶ Developed legislation for the creation of the statewide Florida Dr. Martin Luther King, Jr. Nonviolence Institute, based on the philosophy of the late Florida Dr. Martin Luther King, Jr.
- ▶ Workshops with national speakers on Community Oriented Policing
- ▶ Kingian Nonviolence Freedom Ride Educational Tour – Law Enforcement Officers, citizens, students, on way to King Center
- ▶ Visits to Martin Luther King Center for Nonviolence, Atlanta, GA

NAB

## **Economic Development**

### **1990 - 2003**

- ▶ MOSS PLAN – charge to open several Black Businesses in the South Dade due to the devastation by Hurricane Andrew- *see*
- ▶ The first Black-owned Denny's Restaurant within the Southeastern United States through the Moss Plan
- ▶ Assisted with funding for the opening of the second Denny's, by the same owner, in the proposed City Miami Gardens across from Pro Player Stadium
- ▶ Established and funded the North Dade Community Development Federal Credit Union in North Dade

- Assisted with the development of the Little Haiti Community Credit Union
- Black Entrepreneur Television Series and Survival Kit - *discontinued due to funding*
- Annual Summer High School Entrepreneurial Programs
- Assisted with the development and secured partial funding for the Richmond Heights Community Shopping Plaza

## **Education**

### **1990 – 2003**

- The Comer Process

## **Employment**

### **1990 - 2003**

- Assisted in securing a grant to develop and implement a pilot project to place AFDC recipients in traditional and non-traditional careers, which enable them to secure and maintain self-sufficiency.

## **Governmental Affairs**

### **1990 – 2003**

- Hired a governmental consultant to assistance with MMAP legislative items/projects that may have state appropriations earmarked or for advocating on behalf of the agency in Tallahassee.

## **Health and Human Services**

### **1990 - 2003**

## **Housing**

### **1990 - 2003**

- Hosted annual picnic with Community Development Corporations at Tropical Park
- Co-Hosted FANNIE MAE/ MMAP Housing Fair
- Assisted West Perrine CDC with financing of their affordable Housing Opportunity Center project
- Provide funding for H.O.P.E. investigated housing discrimination complaints and filed suit when injustices occurred
- Established MMAP Homeowner Assistance Program (HAP) providing down payment assistance for first time low-income homebuyers via MMAP's 8% of the Documentary Surtax dedicated source of funding

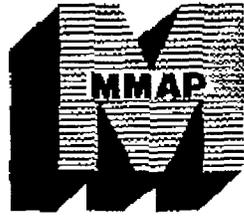
## **Other Accomplishments**

➤ Received numerous awards and accommodations regarding the effectiveness of the agency and its outreach programs

➤ Conducted meetings with local media executives in an effort to change negative coverage of the Black community

➤ Advocated for responsible media coverage and reporting of event regarding the Lozano Trial and the Black Community

MMAP wants to continue creating community milestones throughout Miami-Dade County. In the past, MMAP helped bring to fruition the first Black-owned Denny's Restaurant within the Southeastern United States through the Moss Plan and currently assisting with creation to the second Denny's in Miami Gardens; established the North Dade Community Development Federal Credit Union; created The Tampa Plan; and implemented numerous notable community programs and special projects. With such a track record, the organization is confident that the new direction will only build upon the success of the past and make even more viable contributions to the mobility of underserved communities.



SECTION 5  
ANTICIPATED FUTURE ACCOMPLISHMENTS

## ECONOMIC DEVELOPMENT FUTURE GOALS

Economic Development future goals as it relates to business attraction, expansion and retention.

- To identify the business relocation, expansion or for the retained businesses provide business attraction;
- To create new employment by increasing business attraction;
- To provide a full range of technical assistance to include but not limited to marketing and promotion provided by the Florida Memorial University Entrepreneurial Institute; and
- Provide technical assistance to Black owned small business
- Address low business development for Black businesses
- Addressing high unemployment and underemployment
- Address financial resources by collaborating with banking institution to assist Black businesses;

Address the lack of business attraction and retention in Miami-Dade County, MMAP will collaborate with several Municipalities including:

- Miami Gardens
- Opa-Locka
- North Miami
- City of Miami
- Florida City
- Homestead

### How is MMAP addressing the problems?

- Working with current municipalities and agencies to voice problem and issues facing the community at-large
- Work in collaboration with South Florida Workforce to establish a small employment and training facility in the black districts
- Work in collaboration with Miami Dade Housing Foundation, GSA Infill Housing, and others to promote and market ways to get the black community informed about ways and strategies on how to purchase your own home or locate affordable rental
- Work in collaboration with FMU Economic Development Mobile Unit to develop some strategies on business marketing and promotional as well as other resources which FMU already provide to the black districts
- Work in collaboration with Dade County Public Schools and other education organization to address the education attainment

## Issues, Challenges and Opportunities

### Key Issues

- Providing technical assistance to Black owned small business
- Addressing low business development for Black businesses
- Addressing high unemployment and underemployment
- Rising cost of housing
- Inadequate financial resources
- Educational Attainment

### Challenges and Opportunities

- Disparities in Miami Dade County Black communities
- Decrease in labor force by Blacks
- Black unemployment rate has increased from 1990 from 4.9% to 9.4% in 2005
- Access to capital - Miami Dade County is losing professional Blacks when it comes to target the private sector
- Access to available affordable or workforce housing
- Expansion of networking opportunities for Black entrepreneurs
- Promoting program such as *South Dade's Small Business Capitalization*
- Collaborate with municipalities, banking, private, and public sector entities to address the recommendations

## HOUSING FUTURE GOALS

Scope of services that will be provided through the MMAP Housing Program will be consistent with the yet to be released FIU Disparities Study.

*MMAP HAP is designed to address the need of low/moderate income families in Miami-Dade County by providing down payment and closing costs assistance to purchase their first home. It serves as a primary channel of advocacy through which financial assistance flows to assist in purchasing a home.*

- Housing Surtax funds will be focused on 50% Homebuyer in loans to very low to low income homebuyers
- Focus 25% housing initiatives for workforce housing to address public educators who commit to teach in zone schools for 5-year period
  - Raise test scores
  - Grade point average in failing schools
  - Address housing initiatives to recruit best talent
  - Continue partnership with Dade County Public Schools
- Goal is to host three (3) Housing Fairs next year
- Goal is to host one (1) Educator Housing Fair in failing school (partnership Dade County Public Schools)
  1. Housing Fairs focus is on the following:
    - Affordable Housing
    - Workforce Housing
    - Fair Housing

## **ANTICIPATED FUTURE ACCOMPLISHMENTS OF MLK AND TEEN COURT**

One of the most pressing concerns in the Black Community is the educational system. Since its inception MMAP, has been at the forefront of addressing the need to improve our schools and to bridge the gap by instituting programmatic functions that meet the needs of our youth. Through MMAP's diversionary Teen Court program and MLK alternative school, the Trust has solidified its presence as a viable and productive alternative to other mainstream programs.

### **Teen Court**

The purpose of Teen Court is to provide an alternative sanctioning program for youthful offenders who agree to allow their peers instead of the juvenile justice system to determine sentencing. Through the youth's participation, the program helps decrease juvenile delinquency by interrupting the beginning stages of criminal behavior.

Teen Court Anticipated Future Accomplishments include:

- Teen Court will be utilizing the Psychological Service Program to address individual group and family needs.
- Teen Court will be requiring all participants and volunteers to take a training course in basic civic. This will teach them how our different branches of the government works and how they are dependent on one another.
- Teen Court will be requiring all participants and volunteers to take a training course in Money and Banking. This will teach them how to establish credit, how to maintain good credit, how the stock market work. Also to understand the power of giving, investing, saving, earning and being the boss.

### **MLK Leadership Academy**

Upon opening its doors in 1995, the MLK Leadership Academy has made its mission to provide a fostering, social and academic environment for inner-city youth through an alternative school that is an "extended home" for many youths who find it difficult to flourish in a traditional classroom setting. The Academy's educational approach encompasses basic academic courses infused with nonviolence mythology of the civil rights leader, Rev. Dr. Martin Luther King.

The Students enjoy diverse culture peer interaction, staff-student mentoring, conflict management, judicial and entrepreneurial training and several other of the like by activities throughout the school year. Students has increased their grade point averages, decreased behavior issues and decreased drop-out rate. As a result, the students experience positive changes in their social and

academic development and are able to flourish once they return to a traditional classroom setting.

MLK Academy Anticipated Future Accomplishments include:

- Providing Psychological Services to students of MLK Academy.
- Money and Banking training seminars for Teen Court clients and students of MLK Academy.
- MLK Academy Civics Course.
- For MLK Academy to have 100% attendance for FCAT.
- MLK will identify funding sources to reduce the school overhead.
- MLK will work to improve the FCAT reading and math scores.
- For MLK Academy to receive an "A" for the overall inspection of the school.
- For MLK to have a promotion rate of 98.5% for students going to the next grade for the 2007 – 2008 school years.
- To achieve 94% overall year round attendance for MLK academy.
- To continue to train Teen Court participants in completing a Law Training Program for students at St. Thomas University Law School. Last year, More than sixty (60) high school students attended this required training to become student defense attorneys and prospecting attorneys for Teen Court. This training will be in coordination with Carol City Senior High School law Magnet Program.



SECTION 6  
ADDITIONAL COMMENTS



## **Metro-Miami Action Plan Nominating Council**

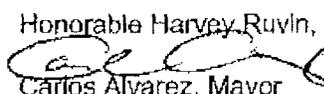
The MMAP Nominating Council is scheduled to meet at the Board's Annual Retreat on Saturday, July 28, 2007. The Nominating Council is comprised of five (5) individuals living in Miami- Dade County. The Council's primary responsibility is to select from a pool of potential candidates who will potentially sit on the MMAP Trust Board.

Trustees of the Nominating Council shall be appointed by resolution of the Board of County Commissioners after having been selected by the MMAP Trust Nominating Council (here and after known as "Nominating Council) established as subscribed herein. The Nominating Council shall be comprised of five (5) voting members, one (1) of whom shall be the Chairperson of the Trustees of the Trust and four (4) of whom shall be appointed by the Mayor and ratified by the Board of County Commissioners. No acting Trustee of the Trust other than the Chairperson of the Board of Trustees shall serve on the Nominating Council, nor shall any acting member of the Nominating Council other than the Chairperson of the Board of Trustees be eligible to serve on the Board of Trustees of the Trust. In serving on the Nominating Council, the Chairperson of the Board of Trustees of the Trust shall not vote on or participate in any way in any matter affecting the Chairperson's appointment to the Board of Trustees of the Trust. The members of the Nominating Council shall be appointed for staggered three-year terms and shall not serve more than three (3) consecutive terms. The sole function of the Nominating Council shall be to solicit, screen, interview and recommend for appointment the best qualified candidate for each vacancy of the Board of Trustees. The Nominating Council and the procedures under which it will operate shall be approved by the Board of County Commissioners. The Nominating Council shall submit to the Board of County Commissioners one (1) nominee for each vacancy on the Trust Board. The slate of nominees shall be submitted directly to the Board of County Commissioners no later than September 1 of each year.



MEMORANDUM  
OFFICE OF THE MAYOR

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**DATE:** May 17, 2007  
**TO:** Honorable Harvey Ruvlin, Clerk of Courts  
**FROM:**   
Carlos Alvarez, Mayor  
Miami-Dade County  
**SUBJECT:** Appointments to the Metro Miami Action Plan Nominating Council

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I hereby appoint the following individuals to the Metro Miami Action Plan Nominating Council Ms. Bettina Rodriguez-Aguilera, Dr. Walter Thomas Richardson, Mr. William E. Clarke, III and Mr. Bill Diggs.

The following individuals may be contacted at:

Ms. Bettina Rodriguez-Aguilera  
8611 S.W. 21<sup>st</sup> Street  
Miami, Florida 33155  
battrainc@aol.com  
Phone Number: 305-262-9314/305-491-5884

Dr. Walter Richardson  
7793 S.W. 187<sup>th</sup> Street  
Miami, Florida 33157  
Phone Number: 305-251-5733

Mr. William E. Clarke, III  
7365 North Augusta Drive  
Miami, Florida 33016  
Wclarke3@hotmail.com  
Phone Number: 305-829-9129

Mr. Bill Diggs  
11380 N.W. 27<sup>th</sup> Ave  
Suite 1328  
Miami, Florida 33167  
Phone Number: 751-8648

Should you have any questions regarding this matter, please contact Denis Morales, Chief of Staff at (305) 375-4005.

c: Denis Morales, Chief of Staff, Office of Mayor  
Kay Sullivan, Director, Clerk of the Board  
George M. Burgess, County Manager  
Milton D. Vickers, Director of MMAP  
John Dixon, Deputy Director of MMAP

# **Social and Economic Development Council (SEDC)**

## **Section 1: SEDC Mission Statement**

The mission of the Social and Economic Development Council (SEDC) is to develop short and long-term plans addressing the consequences of a social and economic downturn and reinvigorating the rate of economic development.

Additionally, the SEDC provides policy recommendations relative to social-economic development in Miami-Dade County to the BCC through the Community Empowerment & Economic Revitalization Committee. The SEDC reviews departmental quarterly progress reports relative to the socio-economic strategic plan priority outcomes as reflected and funded in departmental business plans for FY 2004, 2005, and 2006.

## **Section 2: Performance Measures**

- Provide quarterly reports on the activities and recommendations of the SEDC relative to socio-economic development in Miami-Dade County to the BCC through the ED&HS committee. Through the County Manager's Office, the SEDC will interface with the Socio-Economic Policy Coordinator (SEPC) relative to periodic reporting to the BCC.
- Review departmental quarterly progress reports relative to socio-economic strategic plan priority outcomes as reflected and funded in departmental business plans for FY 2006-07.
- Review and comment on the Adopted FY 2006-07 Resource Allocation Plan
- The SEDC will coordinate with the SEPC and the Socio-Economic Development Policy Task Force in providing the County Manager's Office and the Office of Strategic Business Management with assessments and recommendations relative to the socio-economic impacts/outcomes of projects, programs, and activities including suggestions for modifications to enhance their effectiveness relative to the County's resource allocation process.
- The SEDC will coordinate with the SEPC and the Department of Planning and Zoning in monitoring the principal implementation and coordination requirements necessary to accomplish the objectives delineated in the

Economic Element to the Comprehensive Development Master Plan (CDMP).

- Provide comments on the proposed service and resource allocation priorities of the Mayor and County Manager relative to socio-economic development for FY 2006-07 to the Mayor and BCC.
- Review and critique draft/proposed departmental business plans for FY 2006-07 relative to strategic goals for social and economic development.
- Review and comment on the proposed resource allocation funding recommendations for socio-economic strategic plan priority outcomes in departmental business plans for the FY 2007-08 Proposed Resource Allocation and Multi-Year Capital Plan

### **Section 3: Accomplishments Past Twelve Months**

Reviewed and provided input in the proposed Economic Element of the Miami-Dade County Comprehensive Master Plan. SEDC has coordinated and continues to coordinate with the Department of Planning and Zoning in monitoring the principal implementation of the objectives delineated in the Economic Element to the Comprehensive Development Master Plan (CDMP). Reviewed and critiqued Miami-Dade County Departmental business plans related to the socio-economic strategic plan priority outcomes for the FY 2005, FY 2006, and FY 2007 Adopted Budgets and the FY 2007-08 Proposed Resource Allocation and Multi-Year Capital Plan. Provided comments on the proposed service and resource allocation priorities of the Mayor and County Manager relative to socio-economic development for FY 2005-06 and FY 2006-07 to the Mayor and BCC.

### **Section 4: Accomplishments since Inception**

The inaugural meeting for the SEDC was held on April 29, 2002. The SEDC has met regularly for 2002, 2003, 2004, 2005 and 2006. The Department of Planning and Zoning made the initial presentation of the proposed Economic Element of the Miami-Dade County Comprehensive Master Plan to the SEDC on June 19, 2002. The SEDC reviewed/commented on the Economic Element until it was finally adopted by the BCC on April 14, 2004. Reviewed and critiqued departmental business plans related to the socio-economic strategic plan priority outcomes for the FY 2003-04, FY 2004-05 and FY 2005-06 Proposed Resource Allocation and Multi-Year Capital Plan. Provided comments on the proposed service and resource allocation priorities of the Mayor and County Manager relative to socio-economic development for the FY 2003-

04, FY 2004-05 and FY 2005-06 to the Mayor and BCC. The SEDC has received a wide variety of presentations/testimony from county departments on issues facing Miami-Dade County such as health care, affordable housing, work force housing, living wage, labor practices, poverty, Homestead Exemption, General Obligation Bond 2004, economic development, community development, ethics, social issues, social services, immigration, ethnic relations, CDBG funding levels, Urban Economic Revitalization, Metro Miami Action Plan, Public Health Trust, OSBM, CAA, OCED, DHS, MDHA, MDP&Z.

**Section 5:** Anticipated Future Accomplishments: The SEDC will continue to provide assessments and recommendations relative to the socio-economic impacts/outcomes of projects, programs, and activities including suggestions for modifications to enhance their effectiveness relative to the County's resource allocation process and reduction of the social economic disparities within Miami-Dade County.

**Section 6:** Additional Comments: NA



## **Office of the Commission Auditor**

### **Boards and Councils Follow-Up Review**

#### **South Florida Workforce Investment Board (SFWIB)**

**1. South Florida Workforce Investment Board's (SFWIB) Mission**

The South Florida Workforce provides high-quality employment and training solutions to job seekers, workers, and employers to foster regional economic growth.

**2. South Florida Workforce Investment Board's (SFWIB) Performance Measures**

SFWIB's Performance is measured using compliance measurements, i.e.: employment, earnings, retention and credentials. The State of Florida measures this compliance using its Balanced Scorecard.

SFWIB measures its service partners' performance by its Balanced Scorecard. (See attached report)

**3. Accomplishments for Past Twelve Months**

During the past twelve months (July 1, 2006 – June 30, 2007), the South Florida Workforce Investment Board has accomplished the following:

- SFW created and implemented a balanced scorecard to measure performance, including measuring the number of South Florida Workforce (SFW) customers attaining self-sufficiency, analyzing the Return on Investment (ROI) and cost per client factors.
- Developed and implemented an Employed Worker Training Program (EWTP) which will enable SFW to better market and serve the employer community by developing employed worker training opportunities for employers, thereby enhancing the employers' ability to better compete in the global marketplace.
- Developed and implemented an Initial Assessment Application (IAA) to enable SFW to assess customer flow and customer service, analyze and allocate resources more efficiently, improve cost allocation and provides analysis to prioritize services. The IAA allows customers to submit their initial assessment application online; thus expediting the eligibility process and providing a mechanism to track customer flow. It provides a central location to view information pertaining to the services received by the customers.
- Implemented Semi-Annual Training workshops for SFW and Service Partners' staff. Training concentrates on areas that have been identified that need improvement, special initiatives and other factors that impact performance measures.

#### **4. Accomplishments since Inception**

The South Florida Workforce Investment Board was created by an Interlocal Agreement between the Chief Local Officials of Miami-Dade and Monroe Counties and became effective March 2006. The Board since its inception has accomplished the following:

- Implemented Florida *reBuilds* an industry-focused initiative to counter the growing shortage of construction workers. It provides short-term, entry-level training for jobseekers and advanced training for existing workers in the construction industry.
- Implemented the Reemployment and Eligibility Assessment (REA) program which is a program that assists unemployed workers to find jobs through early intervention and personalized assistance.
- Developed Performance Monitoring Tools (PMT) that is designed to provide the capabilities to monitor and analyze performance measures and methodologies. The PMT application integrates the major types of workforce performance measures and provides a unique approach of measuring regional performance measures. The system also allows SFW service partners to monitor their balanced scorecard to improve the region's performance.
- Increased the Professional Placement Network (PPN) initiative and working with employers to increase jobseekers' success in moving into higher paying occupations and jobs.

#### **5. Anticipated Future Accomplishments**

- Release of the annual State of the Workforce Report,
- Identify and target industries and emerging industries that will assist SFW in qualifying and meeting the regional needs of both employers and jobseekers.
- Develop other funding sources
- Increase Strategic Alignment and Community partnerships supporting economic growth.
- Increase partnerships with the employer community.
- Become lease free for the Career Centers.

#### **6. Additional Comments: None**

**Region 23 Balanced Scorecard - Program Year 2007-08**  
**Quarterly**

Career Center	Career Center													Regional					
	Training WIA	Training CAP	Employment	% Prof. Placement of Employment	% Self-Sufficiency of Employment	EEWR (\$11.95)	Error Rate	Job Retention Rate WIA*	Job Retention Rate CAP*	Job Devel. Index \$12.00 and above	UC Duration WP	FSET EER	WIA ADULT EER	WIA DW EER	WIA EMP Wkr Oclm. EER	CAP EER	Participant on Rate	Jobs Opening Filed Rate	VET's EER
Carol City	70%	50%	483	15%	20%	\$ 12.00	3%	85%	75%	191	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Hialeah Gardens	70%	50%	582	15%	20%	\$ 12.00	3%	85%	75%	331	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Homestead	70%	50%	627	15%	20%	\$ 12.00	3%	85%	75%	161	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Northside	70%	50%	552	15%	20%	\$ 12.00	3%	85%	75%	222	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
West Dade	70%	50%	691	15%	20%	\$ 12.00	3%	85%	75%	508	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Perrine	70%	50%	650	15%	20%	\$ 12.00	3%	85%	75%	295	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Little Havana	70%	50%	470	15%	20%	\$ 12.00	3%	85%	75%	354	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Monroe County	70%	50%	212	15%	20%	\$ 12.05	3%	85%	75%	124	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
North Miami Beach	70%	50%	485	15%	20%	\$ 12.00	3%	85%	75%	374	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Miami Downtown	70%	50%	310	15%	20%	\$ 12.00	3%	85%	75%	358	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Miami Beach	70%	50%	271	15%	20%	\$ 12.00	3%	85%	75%	225	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Hialeah Downtown	70%	50%	442	15%	20%	\$ 12.00	3%	85%	75%	499	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Transition Inc.	70%	50%	147	15%	20%	\$ 9.95	3%	85%	75%	77	<10 Weeks	28%	93%	92%	95%	40%	52%	62%	35%
Region 23			5,922																



## **Miami-Dade Youth Crime Task Force**

The Miami-Dade County Youth Crime Task Force (YCTF) was originally created by a resolution sponsored by Commissioner Barbara Carey-Schuler, Ed.D, in 1997, and established by County Ordinance in 2002. The YCTF was authorized to serve in an advisory capacity to the Board of County Commissioners and to other private or public agency regarding youth crime, youth weapons violence, and youth crime prevention. The mission of the YCTF is study and research youth violence and crime, analyze possible solutions to the problem emphasizing early identification, crime preventing and program accountability while developing an overall countywide plan for prevention of youth crime and violence in Miami Dade with particular emphasis on studying crime prevention programs which have significantly reduced youth crime in other communities and cities, in cooperation with other planning agencies and entities.

The YCTF was established:

- To develop an overall countywide plan for the prevention of youth crime and youth weapons violence in Miami-Dade County in cooperation with other planning and funding agencies and entities;
- To recommend guidelines and criteria to be included in competitive solicitation processes for the allocation of youth crime prevention funding;
- To encourage and facilitate coordination and cooperation between and among the various agencies of the juvenile justice system;
- To provide advice to public officials on city and county juvenile justice related programming and funding needs, as requested;
- To provide legislative analysis, development, and recommendations at the local, state, and federal levels;
- To facilitate, whenever possible, technical assistance to juvenile justice-related agencies in the areas of concept development, grant writing, data collection, record keeping, evaluation, etc.; and
- To serve in an advisory capacity, when asked by community based organizations whose activities are related to the juvenile justice system.

The official membership of the YCTF consists of 16 justice system experts that belong to local and state agencies that serve juveniles, 11 individuals who work for or serve on the board of directors of organizations that work with youth and their families, and/or crime prevention, and 4 elected public officials.

The YCTF Board meets every quarter and has so successfully since its inception. YCTF Sub-Committees also meet regularly. From July 2006 to June 2007, the YCTF Board and the YCTF Sub-Committees have met a total of 24 times. These meetings achieved a quorum 100% of the time.

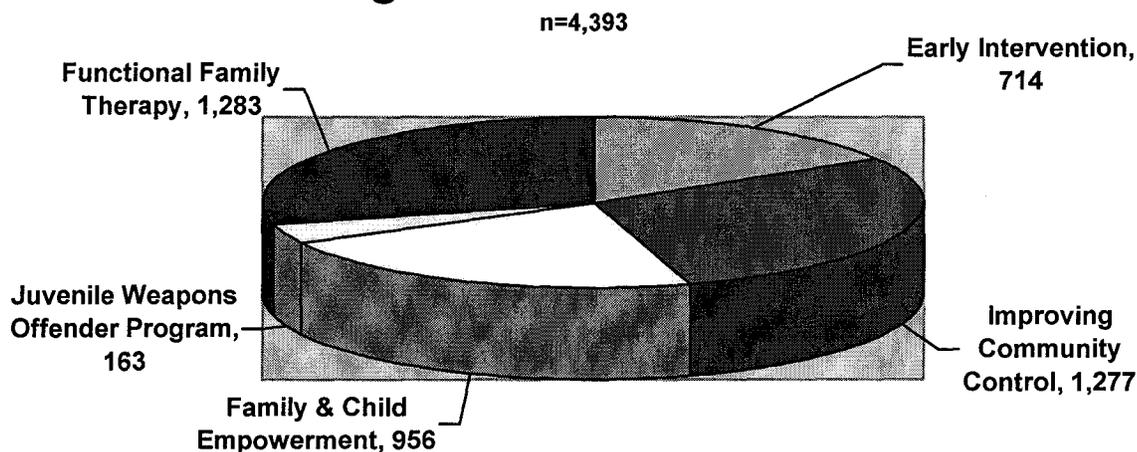
The YCTF is charged with administering funds for programs targeting youth crime and violence throughout Miami-Dade. Consequently, it is estimated that over the last twelve months 900 youth and their families received program services from the 11 programs funded through the YCTF. Other accomplishments over this period include co-sponsoring and coordinating the 2007 Miami-Dade Youth Gang Summit, and the planning, coordination, and dissemination of the 2006-2008 Youth Crime Prevention Initiative-Request for Proposals.

Since its inception the YCTF has taken a leadership role in planning and recommending juvenile justice improvements and changes. To accomplish this task the YCTF staff has with the collaboration of other entities compiled data and analyzed community and juvenile justice system needs. With this data the YCTF has identified priority strategies to target and address these needs. As the community and/or the justice system evolve, their needs change and modifications to prescribed strategies are assessed and acted on by the YCTF. The YCTF's capacity to survey and negotiate systems has engendered innovative and first-of-its-kind juvenile justice programming for Miami Dade County. New programs like the Post-Detention Girls Program, Serious

Habitual Offender's Sibling Program, and the Stop Now & Act Program for youthful offenders under the age of 12. These programs along with the other YCTF funded programs have served approximately 9,628 youth and their families throughout the County since 1992.

The Youth Crime Task Force continues to evaluate the juvenile justice system needs throughout the County. It anticipates playing a larger role in its impact on the local system as more juvenile justice costs shift from the State to the County. Research indicates that juvenile diversion and community control programs are both cost effective for governments and a positive impact on families and communities than are the full court process and/or detention. As a result, the YCTF will continue to evaluate and advise as to the best practice for ameliorating the adverse impact of juvenile justice crime and delinquent behavior throughout Miami-Dade County with innovative and exemplary programming for offenders and their families.

## Youths & Families Served by YCTF funded Programs from 2003-2007



The Miami Dade County Youth Crime Task Force (YCTF) staff has a number of performance measures embedded in County's Active Strategy Enterprise (ASE). The scorecard for these measures are part of the Department of Human Services (DHS) Scorecard detail. These are:

- Number of program monitoring by YCTF staff
- Number of YCTF meetings with contract officers handling YCTF funded programs
- Number of YCTF staff meetings with funded agencies to resolve program issues
- Number of YCTF staff meetings with the Independent Evaluator evaluating funded programs
- Number of inter-board meetings attended
- Number of YCTF quarterly meetings
- Number of Quarterly YCTF committee meetings
- Number of planning meetings held with the Dade Miami Criminal Justice Council
- Number of program site visits conducted by YCTF staff
- Number of research hours for YCTF juvenile issues.

**GOVERNMENT OPERATIONS  
AND  
ENVIRONMENT  
COMMITTEE**



## **Government Operations and Environment Committee (GOE) Workshop for County Advisory Boards: Presentation Outline for the Agricultural Practices Study Advisory Board (APSAB)**

### **Section 1: Board's Mission**

The purpose of the APSAB is to review current and proposed regulations pertaining to agricultural practices in Miami-Dade County and to provide the Board of County Commissioners with recommendations with respect to those regulations.

### **Section 2: Performance Measures**

The APSAB's performance is gauged by comparing its activities to its purpose and charge as outlined in Section 2-931 of the Code of Miami-Dade County.

### **Section 3: Accomplishments Over the Last Year**

Over the last 12 months the APSAB has worked closely with several County departments to make formal recommendations to the BCC on a number of issues. They have worked with the Property Appraiser's Office on an agricultural classification tax rate that works for the benefit of the agricultural industry, and they have collaborated with the Agricultural Manager to provide significant input into development of the Purchase of Development Rights (PDR) program. Members of the Board have also served as active members of the South Dade Watershed Study Advisory Committee, and the Board has made various recommendations pertaining to the Watershed Study and Plan. The Board has also adopted resolutions pertaining to wetlands and zoning regulations affecting farmers.

### **Section 4: Accomplishments Since Inception**

Some of the Board's major accomplishments since its inception include the expansion of the Agricultural Disclosure Ordinance which, in concurrence with the Florida Right to Farm Act, requires anyone purchasing land in an active agricultural area to sign a form acknowledging that the types of activities that occur there are protected from nuisance lawsuits. The Board also participated in drafting a zoning ordinance allowing for the establishment of a winery in the agricultural area. Adoption of this ordinance led to the opening of Schnebly Redland's Winery, one of the destinations on the recently opened Historic Redland Tropical Trail that is promoting tourism in the South Dade agricultural area.

### **Section 5: Anticipated Future Accomplishments**

Currently the Board is working with the Agricultural Manager and the staff at the Department of Planning and Zoning to modify the definition of “seasonal agriculture” in the Comprehensive Development Master Plan (CDMP) to allow the agricultural community to plant crops year round in order to help the industry stay competitive. The APSAB is also working with the Parks and Recreation Department to establish a designated park for the use of all-terrain-vehicles (ATVs) in order to minimize the threat of vandalism to crops located in the rural areas favored by ATV riders.

#### **Section 6: Additional Comments**

Through its recommendations and resolutions, the Board actively supports Miami-Dade County’s goal of promoting agriculture as a viable economic activity. South Dade County is the nation’s leading supplier of winter vegetables and ornamental crops, and the APSAB continues to play an active role in maintaining this long-recognized distinction.

**BISCAYNE BAY SHORELINE DEVELOPMENT REVIEW COMMITTEE REPORT  
GOVERNMENT OPERATIONS AND ENVIRONMENTAL  
COMMITTEE –  
2007**

**Name of Board reporting:**

The Biscayne Bay Shoreline Development Review Committee (SDRC)

**MISSION STATEMENT**

The SDRC was created to provide a unified management system for the Biscayne Bay shoreline area and to preserve the basic qualities and characteristics of the bayfront and to promote sensitive and aesthetically pleasing shoreline development.

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**PERFORMANCE MEASURES**

The SDRC was created to maintain the countywide shoreline for the enjoyment of the citizens. The SDRC is serving the purpose for which it was created through a review of site plans for proposed developments greater than single-family or duplex residences along the Biscayne Bay to insure public access to the bay.

The SDRC is serving the current community needs. Each municipality has the ability to appoint members to the SDRC. All projects are reviewed by design professionals that promote continuity and adherence to the Chapter 33-D and the design manual. Additionally, the SDRC meetings are advertised in the Miami Herald and the Daily Business Review and are open to the public for input. The SDRC encourages citizen input for all projects.

**ACCOMPLISHMENTS SINCE INCEPTION**

During FY 05/06 the SDRC reviewed 11 projects in most of the municipalities adjacent to Biscayne Bay in accordance with the Ordinance and the design manual. Included among the projects reviewed are, the Bay Harbor Condominiums in Bay Harbor, the Electra on the Bay project, the Knight Ridder projects, Parcel #1 and #3 in the City of Miami and the Sunny Isles Beach Marina and St. Tropez on the Bay Condominiums in the City of Sunny Isles Beach.

Since establishment in 1985, the SDRC has reviewed in excess of 100 projects abutting Biscayne Bay.

**ANTICIPATED FUTURE ACCOMPLISHMENTS**

The Board would like to continue to have a positive impact on the development along the coastline of Miami-Dade County to insure a sensitive

**BISCAYNE BAY SHORELINE DEVELOPMENT REVIEW COMMITTEE REPORT  
GOVERNMENT OPERATIONS AND ENVIRONMENTAL  
COMMITTEE –  
2007**

and aesthetically pleasing shoreline development that is accessible to the public. To this end, the Committee intends to:

- review the policy for mitigation for projects that do not meet the requirements.
  - develop an enforcement/review provision for conditions of the resolutions.
  - Increase the participation of municipalities in concert with Miami-Dade County in the staff review process.
-

## **BOARD OF RULES AND APPEALS**

### **Board's Mission Statement**

**Facilitate a fair and effective code appeal process for all aggrieved parties with the full participation of the public, the building industry, and building officials and ensure that the community is safeguarded through the uniform application of the Building Code**

The Board of Rules and Appeals (BORA) was created as the construction regulation board entrusted with overseeing the uniform enforcement of the Building Code and maintaining the proper standard of construction throughout Miami-Dade County. The Board has exclusive jurisdiction in both the incorporated and unincorporated areas of Miami-Dade County with respect to its powers, duties and functions. The members met at least once every month. The meetings of the Board of Rules and Appeals are performed with the full participation of the public, the building industry, building officials and their staff as well as all aggrieved parties and/or concerned individuals.

BORA has successfully brought non-complying building(s) and communities into compliance with the Building Code with the help of the Building Code Compliance Office and in so doing, has provided a safer place to live for the residents of Miami-Dade County. The Board, through its open discussion process, has afforded the community a place to be "heard" and to be allowed to seek a resolution to their building code concerns. As a Board of professionals, standards are fairly applied without sacrificing safety and compliance with the Building Code. BORA, through its Certification Subcommittee and the staff of the Building Code Compliance Office, has insured that the integrity, qualifications and educational standards for building officials, plans examiners and inspectors in Miami-Dade County are of the highest caliber. In accordance with court rulings, the Board continued to actively conduct disciplinary hearings of State Certified Contractors for fraud and/or willful violations of the Building Code. The Board of Rules and Appeals, therefore, continues to serve the needs of our community.

The Board of Rules and Appeals measures its effectiveness through operating under and meeting the guidelines set forth in Chapter 8 of the Code of Miami-Dade County. The following is a condensed description of accomplishments in 2005:

- 800 Certifications and Recertification's of Building Officials, Plans Examiners and Inspectors.
- 576 Extensions - Temporary Certificate of Occupancy of Temporary Certificate of Completion.

Board of Rules and Appeals  
GOE Overview

- 162 Building Official Appeals
- 3 Official Interpretations of the Building Code
- 126 Formal Hearings (State Certified Contractors)

The following is a condensed description of accomplishments in 2006:

- 753 Certifications and Re-certifications of Building Officials, Plans Examiners and Inspectors.
- 796 Extensions - Temporary Certificate of Occupancy or Temporary Certificate of Completion.
- 56 Building Official Appeals
- 9 Official Interpretations of the Building Code
- 266 Formal Hearings (State Certified Contractors)
- 346 Probable Cause hearings (State Certified Contractors)

The Board of Rules and Appeals' overall goal is to facilitate the review process in a fair and effective manner and to complete each meeting's agenda items. To this end, all monthly Board meeting agendas have been completed with full quorum of members present. The Board of Rules and Appeals has rendered determinations on various appeals and building code matters and has continued to serve and safeguard the community.

**County Advisory Board Workshop  
(Marine Facilities Advisory Committee)**

**Committee Mission-** The Committee was created to make recommendations to the Department of Environmental Resources Management (DERM) concerning conditions, limitations, or restrictions for recreational and commercial boat docking and boat storage facilities which are required to obtain a permit from DERM. By virtue of having representatives from user groups that include the local marine industry, the Committee provides additional perspective to DERM regarding the regulated community and ensures that input from the community is considered in the formulation of environmental policies and regulations that govern the local marine community.

**Board's Performance Measures-** Not applicable

**Accomplishments Over the Past 12 Months-** After a review and discussion of the Best Management Practices the committee unanimously recommended that BMP # 16 for "Mobil Fueling" be removed from the list. The Committee considered that all the recommendations of BMP # 15 "Fueling Operations" adequately address all issues related to all fueling operations, including mobile fueling. Additionally, the Committee recommended that DERM evaluate the possibility of modifying BMP # 15.B to include the use of absorbent booms to comply with the requirement for fuel spill containment. Absorbent booms are specifically designed to absorb fuel spills, are less bulky, lighter and easier to deploy than containment booms

**Accomplishments Since Inception-** In a cooperative effort, DERM and the Committee developed a set of Best Management Practices (BMPs) which are incorporated as permit conditions of the annual Marine Facilities Operating Permit (MOP). These BMPs promote good housekeeping practices in order to reduce or eliminate pollution generated by the daily business activities of the regulated facilities. Specific activities were identified (e.g. fueling, boat washing, engine repairs, sanding and painting) and these were discussed on the basis of the combined experience of members of the Committee, the existing standards of Chapter 24, and the experience of DERM's field inspectors. Currently the list of BMPs includes thirty-five items providing specific guidelines to conduct these activities.

**Anticipated Future Accomplishments-** As in the past, the Committee will continue to advise DERM on all issues related to operations of marine facilities in Miami-Dade County.

**Additional Comments-** The marine industry in Miami-Dade County is an extremely dynamic industry; therefore Committee is expected to continue playing a valuable role as the link between DERM and the regulated local marine community. Committee members are not compensated for their time so the operating costs of maintaining the Committee are minimal relative to the valuable service that, through their knowledge and experience, the Committee members provide to the County.



**BBC-GOB  
CITIZENS ADVISORY COMMITTEE  
BOARD CHAIR PRESENTATION  
JULY 23<sup>rd</sup>, 2007 GOE WORKSHOP ON COUNTY BOARDS**

**SECTION 1 - Board's Mission**

- To advise the Mayor, Commissioners and the County Manager regarding the Building Better Communities-General Obligation Program.

**SECTIONS 2 - Board's Performance Measures**

- Review all items before they are presented to the Board of County Commissioners.
- Reach a quorum at every meeting.
- Hold meetings every other month.
- Hold subcommittee meetings every other month.
- Participate in community events at least 10 times a year.
- Provide advice to the BCC on the use of surplus funds.
- Review every GOB annual report.
- Review every GOB quarterly report.

**SECTION 3 - Accomplishments for the Past 12 Months**

- Over the last year, various featured stakeholders have made presentations to the CAC and their subcommittees. These stakeholders have included Fire, Corrections, Housing, Animal Services, Library, DERM, Water & Sewer, MetroZoo, the Miami Art Museum, the Historical Museum of Southern Florida and the Museum of Science. During these presentations, the individual stakeholders discuss project status and any issues affecting their projects. Stakeholders also field questions posed by the CAC members as required.
- Other major issues that were reviewed by the CAC over the last year include the 2006 BBC-GOB Annual Report and the 2006-2007 Quarterly Reports, the Procurement Ordinance, which allowed municipalities and certain not-for-profit organizations to follow their own procurement procedures; the Not-for-Profit Grant Fund Award, a draft proposal on how surplus funds and interest within the Program may be handled, how changes to baseline schedules are reviewed and approved and how funding changes will be addressed.
- Other items reviewed by the CAC over the last year included:
  - MLK Business Center;
  - Mental Health Facility;
  - Economic Development Fund;
  - Wolfsonian Museum;
  - Purchase Development Rights;
  - Baywalk Bike Path;

**BBC-GOB  
CITIZENS ADVISORY COMMITTEE  
BOARD CHAIR PRESENTATION  
JULY 23<sup>rd</sup>, 2007 GOE WORKSHOP ON COUNTY BOARDS**

- Funding Acceleration Process;
- Homeless RFP;
- New Expedite Ordinance;
- UM/JMH Ear Institute;
- Wynwood/Allapattah Community Center;
- Property Tax Reform Initiative;
- Hialeah Water Treatment Plant

**SECTION 4 - Accomplishments Since Inception**

- The CAC has been charged with providing the Mayor, County Manager and Board of County Commissioners with their collective insight into the performance of the BBC-GOB Program and with providing community input into the Program.
- The initial CAC meeting was convened on August 31<sup>st</sup>, 2005. Since the initial meeting in August 2005, 12 subsequent CAC meetings have been conducted for a total of 13 meetings to date. The CAC has had a quorum at 12 out of 13 scheduled meetings. Membership is composed as follows:
  - 21 CAC members;
  - 1 member appointed by each Commissioner;
  - 3 members appointed by the Mayor and;
  - 5 members appointed by the County Manager;
- These CAC meetings are convened every 45 to 60 days. At these meetings, featured stakeholders are invited to report on the status of their projects and County staff also reports on issues affecting the implementation of the BBC-GOB Program.
- In order to more closely monitor certain key aspects of the Program, the CAC formed one standing subcommittee for Project Progress and has, from time to time, established ad hoc subcommittees such as the Affordable Housing Subcommittee and the Reporting Formats Subcommittee. Several subcommittee meetings have been conducted over the last year. The subcommittee chairpersons periodically report on their activities to the full CAC.

**SECTION 5 – Anticipated Future Accomplishments**

- To continue providing the Mayor, County Manager and Board of County Commissioners with their collective insight into the performance of the BBC-GOB Program;
- Providing the Mayor, County Manager and Board of County Commissioners with advice on the use of surplus funds;
- Functioning as ambassadors of the BBC-GOB Program in the community by speaking to the community about the Program;
- To continue reviewing BBC-GOB Quarterly and Annual Reports;
- To continue providing community input into the BBC-GOB Program;

**BBC-GOB  
CITIZENS ADVISORY COMMITTEE  
BOARD CHAIR PRESENTATION  
JULY 23<sup>rd</sup>, 2007 GOE WORKSHOP ON COUNTY BOARDS**

- To continue monitoring the various key aspects of the BBC-GOB Program;

**SECTION 6 – Additional Comments**

*Background and Current Status*

- The \$2.9 Billion Building Better Communities-General Obligation Bond Program was approved by voters on November 2<sup>nd</sup>, 2004.
- Breakdown of \$2.9 Billion:
  - County Departments – \$1,933,185,000 (66.07%)
  - Municipalities – \$316,715,000 (10.83%)
  - Not-for-Profits – \$378,850,000 (12.95%)
  - Funds – \$147,000,000 (5.02%)
  - Finance Costs -\$150,000,000 (5.13%)
- The Board of County Commissioners approved the First Bond Sale on May 17th, 2005.
- The first series of general obligation bonds in the amount of \$266.086 million was issued on July 21<sup>st</sup>, 2005.
- To date, over \$262 million of the first \$266 million bond sale (98%) is either in progress or completed, including approximately \$71 million in design and construction contracts awarded, over \$44 million in land acquisitions for Environmentally Endangered Lands and other County facilities, \$66 million in Municipal Interlocal Agreements fully executed and \$8.5 million in Not-for-Profit Grant Agreements fully executed.
- Of this overall \$262 million in progress or completed, approximately \$114 million (43% of the \$266 million) has already been disbursed.



**Warner, Marla G (OSBM)**

**From:** Bethel, Willie Mae (COC) on behalf of Ruvin, Harvey (COC)  
**Sent:** Thursday, July 12, 2007 1:38 PM  
**To:** Warner, Marla G (OSBM)  
**Subject:** FW: INITIAL REPORT OF THE CLIMATE CHANGE ADVISORY TASK FORCE



**TO:** Hon. Natacha Seijas  
and Members of the GOE Committee

**Date:** July 10, 2007

Hon. Bruno Barreiro  
and Members of the Board  
of County Commissioner

**Subject:** Initial Report of the  
Climate Change  
Advisory Task Force  
(CCATF)

  
**FROM:** Harvey Ruvin, Miami-Dade County Clerk  
Chair of the Climate Change Advisory Task Force

Pursuant to Ordinance No. 06-113, I am pleased to submit this initial report of CCATF to the Chair and Members of the GOE Committee and through them to the Chair and Members of the Board of County Commissioners.

This unanimous action by the Board of County Commissioners acknowledged what the overwhelming scientific evidence has confirmed - that the planet is warming, in fact accelerating, leading to a range of potentially devastating impacts; including sea level rise, more extreme climate events (i.e. hurricane intensities), forest fires, floods, droughts and extensions of tropical disease vectors to name just a few. There is a continuing discussion regarding both the pace of these impacts and what exact measures will be needed to address both the causes and effects.

Miami-Dade County's early and trailblazing efforts to reduce greenhouse gas emissions (GHG) through its "Long-Term Urban CO<sub>2</sub> Reduction Plan" developed in the early 1990's as a founding member of the International Council for Local

be facing decades of climate change impacts as a result of emissions already released into the atmosphere.

It is, therefore, crucial that we begin planning now for these future impacts; to more clearly identify them and to begin taking the steps needed to prevent, minimize or mitigate them as best we can as soon as we can.

The creation of the CCATF and its adequate staffing was, I believe, a major step in this long term and challenging process. The Task Force's 25 members (appointed by the Board, the Mayor and the Manager) are a diverse, multi-disciplinary and highly knowledgeable group of individuals representing various sectors of the community. They are charged with identifying potential future impacts to Miami-Dade County, prioritizing these impacts, and then providing recommendations to the Board of County Commissioners regarding actions that should be taken to begin planning for and mitigating these impacts. This is an extremely challenging task because the potential impacts are so diverse, yet overlap and affect each other in many ways. The challenge also lies in determining which ones may occur first, which in turn may depend on the type and severity of climate change experienced in the southeastern United States. Furthermore, the Task Force must also identify potential options for addressing the impacts and determine which are more viable for recommendation and implementation; in addition to continuing the GHG reduction efforts initiated in the "Long-Term CO<sub>2</sub> Reduction Plan".

Once appointments were completed, the CCATF began its meetings. In just four (4) meetings, the Task Force has taken concrete steps forward. The first two meetings on February 23, 2007, and March 15, 2007, focused on general discussions of the Task Force's role and goals, and devoted time for providing information on climate change science. The first meeting included a general overview of the Task Force responsibilities and provided an open forum for the members and guests to introduce themselves and describe their expertise and what they feel they can contribute to the Task Force as well as to bring them current on prior actions. The following presentations were provided:

**February 23, 2007**

"Miami-Dade County Urban CO<sub>2</sub> Reduction Program" presented by Chairman Harvey Ruvin and Climate Change Program Coordinator Nichole Hefty.

**March 15, 2007**

"Considerations of Long-Term Climate Variability and Change in Hydrologic Planning and Operations" presented by Paul Trimble, Lead Engineer, South Florida Water Management District

"A Regional Perspective on Climate Change" presented by Rebecca Garvoille, Regional Planner, South Florida Regional Planning Council

**April 19, 2007**

"Global Warming and Sea Level in South Florida" presented by Dean Hal Wanless, University of Miami Department of Geological Science

In addition, several articles and web links have been provided to the Task Force members and invitees to further educate them on the science of climate change and provide information on current climate change developments. This information included the following:

**List of Information Resources Provided to CCATF Members**

- Web link to the complete The Stern Review Report: The Economics of Climate Change, published by the United Kingdom Government in October of 2006
- Copy of the "Summary of Conclusions" from The Stern Review Report: The Economics of Climate Change, published by the United Kingdom Government in October of 2006
- Copy of A Long Term CO2 Reduction Plan for Miami-Dade County, Florida: 1993 – 2006, published by Miami-Dade County in January 2007
- Copy of the "Executive Summary" of Confronting Climate Change: Avoiding the Unmanageable and Managing the Avoidable, published by the United Nations Sigma XI – Scientific Expert Group on Climate Change in February 2007
- A web link to the U. S. Supreme Court ruling that EPA must treat CO<sub>2</sub> as a pollutant
- A web link to the Intergovernmental Panel on Climate Change (IPCC) web site for access to recent reports published by the Working Groups in 2007, specifically the two most recent: February 2007 on State of Science and April 2007 on Vulnerability and Adaptation

The two subsequent meetings on April 19, 2007 and June 6, 2007, focused more on establishing a structure for the Task Force and taking certain steps forward. During the third meeting on April 19, 2007, Mr. Jim Yienger, Policy Director for the International Council for Local Environmental Initiatives (ICLEI) Local Governments for Sustainability, U.S.A., Inc., presented ICLEI's Climate Resilient Communities Campaign (CRC) to the Task Force and invited Miami-Dade County to become one of its key pilot communities. The Climate Resilient Communities Campaign includes a 5-milestone process similar to the Cities for Climate Protection Campaign that Miami-Dade County joined in the early 90's, which provided the framework upon which the County created and implemented its aforementioned Urban CO<sub>2</sub> Reduction Program. The CRC program establishes important steps for a community to take in their

climate change adaptation planning and helps the community measure their progress. In addition, ICLEI staff provides resources and technical assistance for implementation of the program. After listening to Mr. Yienger's presentation, the Task Force members agreed that participating in this program would support the County's efforts in adaptation and voted to accept the invitation of the Climate Resilient Communities Campaign. In addition, during this meeting, Mr. Jim Murley of the Florida Atlantic University and former Secretary of the Florida Department of Community Affairs, was elected unanimously as the Vice-Chair of the CCATF.

The County's support and commitment to climate change adaptation planning was demonstrated by introducing ten individuals present at the meeting who are employees of various county departments and would be serving as liaisons between these departments and the Task Force. The County Manager directed several departments to appoint a staff person to serve as a liaison to provide information and staff support to the Task Force and its committees. These departments are expected to be involved in the Task Force's recommendation development and implementation, and include Aviation, Seaport, Emergency Management, Transit, Public Works, Capital Improvements, Housing, Planning & Zoning, Water & Sewer, Environmental Resources Management, Solid Waste, Budget and General Services Administration. Additional departments may be asked to appoint a liaison if they are identified as being important in the planning and implementation process. Furthermore, Mr. Ruvin advised the meeting attendees that the establishment of an Office of Sustainability was being considered within the County Manager's Office that would further support and coordinate these efforts.

The fourth meeting on June 6, 2007, was kicked off by Mayor Carlos Alvarez and Commissioner Natacha Seijas expressing their support for the Task Force and its efforts, which was followed by the Mayor signing a Proclamation Endorsing the U.S. Conference of Mayors' Climate Protection Agreement. With this Agreement, the County agrees to strive to meet or exceed the Kyoto Protocol target of reducing global warming pollution levels to 7% below 1990 levels by the year 2012. This is a natural action for Miami-Dade County since it has been taking steps to reduce greenhouse gas emissions since 1993, and is already implementing many of the measures specifically mentioned in the Agreement. Nearly 500 Mayors nationwide and some 33 in Florida have signed. It is noted that ICLEI has entered into a formal agreement with the USCM to provide "tool box" consultant services.

The meeting then addressed the nitty-gritty of how we should organize ourselves and to an open discussion of a Work Plan and Timetable and the Mission Statements and memberships of the seven committees appointed by the Chair (all attached). While leadership of the committees must be Task Force members, membership will include other community stakeholders as needed and county department liaisons.

The Mission Statement document provides the committees with a focus in the areas tasked. Several committees have already held meetings and, given summer

schedules, all will begin the process with the aim of each committee bringing back to the full Task Force an initial list of priority recommendations by September. It is both our hope and anticipation to begin the more formal process of initial recommendations to the GOE and the Board in the final quarter of 2007.

In addition, we will soon be announcing the establishment of a CCATF Webpage to provide the highest level of interactivity and transparency to our work.

On behalf of the Task Force members and others that have committed their time and energies to this effort, I wish to thank the Mayor and the Board for its vision and support.

Attachments: Committee Lists  
Committee Mission Statements  
Work Plan and Timeline

cc: Honorable Carlos Alvarez, Mayor  
George Burgess, County Manager  
Roger Carlton, Assistant County Manager  
Honorable Joseph P. Farina, Chief Judge  
CCATF Members and other participants

**CLIMATE CHANGE ADVISORY TASK FORCE COMMITTEES**

<b>Steering Committee</b>
<b>Mr. Harvey Ruvin, Chair</b> , Miami Dade Clerk of Courts
<b>Mr. Jim Murley, Vice-Chair</b> , FAU Ctr for Environmental & Urban Solns
Committee Chairs
Sustainability Officer
Mr. Nick Bollman

<b>Intergovernmental Committee</b>
<b>Carolyn Dekle, Chair</b> , Director of S. FL Regional Planning Council
<b>Andy Gazitua, Vice Chair</b> , Special Advisor to Mayor Carlos Alvarez
<b>Jose Fuentes</b> , Director, S. FL Water Mgmt Dist. Miami-Dade Regional Soc. Ctr.
Sean McCrackine, Aide to Commissioner Sorenson
Barry Heimlich, Broward Audubon
Annette Hughes, The British Consulate
Dr. Claudius Carnegie, Director II, M-D City Public Schools Regulatory Compliance
Michael Amador-Gil, Emergency Mgmt. Coordinator, M-D, <i>Off. of Emerg. Mgmt.</i>

<b>Science Committee</b>
<b>Hal Wanless, Co-Chair</b> , Professor, Univ. of Miami Dept. of Geological Science
<b>Stephen Leatherman, Co-Chair</b> , Director, (Innatl) Hurricane Ctr., FIU
Royce Burnett
Lyn Cardoch, MWH Americas, Inc
Joe Siry, Associate Director, Rollins College
Rajiv, Srivastava, Assoc. Director, Arc Applied Research Ctr., FIU
Mary Doyle, Exec. Director, Leonard & Jane Abess Ecosystem & Policy Ctr., Univ. of Miami
David Letson, National Oceanic & Atmospheric Admin.
Georgio Tachiev, Associate Dir., Arc Applied Research Center, FIU
Rebecca Garvoille, Regional Planner, S. FL Regional Planning Council
Doug Yoder, Assistant Director, <i>M-D Water &amp; Sewer Dept.</i> (Jack Parker)

## CLIMATE CHANGE ADVISORY TASK FORCE COMMITTEES

Natural Systems	Economic, Social & Health Committee
<b>Don Kimball, Chair</b> , Superintendent, Everglades National Park	<b>Don Kipnis, Chair</b> , Florida Wildlife Federation
<b>Alan Farago, Vice Chair</b> , Everglades Defense Council	<b>John Bethea, Vice Chair</b> , Educator
<b>Bob Wallace</b>	Hugh Gladwin, Professor, FIU
<b>Cynthia Guerra, M-D Dept. Environmental Resources Mgmt.</b>	Katie Edwards, Executive Director, Dade County Farm Bureau
<b>Antonio Llano-Montes, Chairman</b> , Save the Everglades Water & Wildlife	<b>Royce Burnett, Asst. Professor</b> , Dept. of Accounting, UM
Mark Kraus, Audubon of Florida	<b>Adriana Cantillo, Physician</b>
<b>Leonard Abess, Chairman &amp; CEO</b> , City National Bank of Florida	<b>John Sarduy, M-D Ofc. of Strategic Business Mgmt.</b>
<b>Maria Nardi, M-D Parks &amp; Recreation Dept.</b>	<b>Bill Talbert, Grtr. Miami Convention &amp; Visitor's Bureau</b>
<b>Rod Jude</b>	<b>Greg Bush</b>
	<b>Tony Moss, Law Ofc. of Tony Moss, P.A.</b>
	<b>Dr. Fermin Leguan, Chief Physician</b> , M-D County Health Dept.
	<b>Don Pybas</b>
	<b>Paul Yavis, Green Committee, Surfside</b>

Built Environment	Greenhouse Gas Reduction Committee
<b>Elizabeth Plater-Zyberk, Chair</b> , Dean, Univ. of Miami School of Architecture	<b>Richard Pettigrew, Chair</b>
<b>Guillermo Omedillo, Vice Chair</b>	<b>Manny Rodriguez, Vice Chair</b> , Miami-Dade Regional Director, EPA
Rafael Rodon, Flagler Development Group	<b>Morgan Levy</b>
Nancy Liebman	Jane Gilbert, Dream in Green
Marcus Frankel, Frankel Bershteyn Architects, Inc.	Ana Capriles, M-D GSA
Arsenio Melian, Melian Swan & Associates	Armando Cabrera, M-D USNM
Alfredo Ravinet, Professor, FIU Engineering Center	Nichole Betsy, M-D OFM
Pedro Hernandez, M-D Aviation Dept.	Charles Dusseau, Founding Director, Bank of Coral Gables
Ada Bao-Garciga, M-D Aviation Dept.	<b>Roman Gastesi, Chair</b> , Grtr. Miami Chamber of Commerce Nat. Resources Mgmt. Committee
Hugh Chen, M-D Transit Authority	Sean O'Hanlon, American Profanis Council
Decky Hope, M-D Seawall	Mark Hamilton, M-D GSA
Ives Beecher, M-D Public Works	<b>Jack Parker, Professor</b> , Environmental Studies Dept., FIU (Barry Heimlich)
Luisa Millian-Dorvilan, M-D Office of Capital Improvements	
Patrick Brown, M-D Planning Authority	
Paula Church, M-D Planning & Zoning	

## MIAMI DADE COUNTY CLIMATE ADVISORY TASK FORCE

Committee Mission Statements  
May 8, 2007

### 1. Scientific and Technical Committee

To provide the Advisory Task Force and its Committees with the best possible scientific and technical information and analysis on the possible near-term and long-term impacts of climate change on the Miami Dade region; these impacts may include, but are not limited to, sea level rise, saltwater intrusion, fires, and severe weather -- hurricanes, floods, droughts and heat waves. The information should address the efficacy and cost-benefit of strategies to mitigate these impacts through greenhouse gas emission reductions; to adapt and adaptively manage our natural systems and the built environment; and the potential economic, social and health impacts of climate change and climate change solution strategies. The Committee will assist the Task Force to interpret and communicate this scientific and technical information to policymakers and to the general public.

### 2. Greenhouse Gas Reduction Committee

To provide the Advisory Task Force with recommendations for effectively mitigating climate change through greenhouse gas reductions in the near-term and long-term, building on existing Miami Dade policies and practices and drawing on the best practices from cities and regions across the United States and around the world. The Committee will recommend ways to foster equivalent and coordinate commitments and actions among businesses, communities, households and individuals to reduce greenhouse gas emissions.

### 3. Natural Systems Adaptation Committee\*

To provide the Advisory Task Force with recommendations for adaptation and adaptive management of natural systems to predicted climate impacts. These systems include, but are not limited to, land and marine ecosystems, natural species, beaches and parklands, water supplies, agricultural lands and other natural resource systems. The Committee will develop standards and strategies for natural system "resiliency:" prevention of adverse consequences and response and recovery from future conditions and events. The Committee will identify effective tools for natural systems adaptation: goals, policies, programs, funding and measures of progress and success.

### 4. Property and Infrastructure Adaptation Committee\*

To provide the Advisory Task Force with recommendations for adapting and adaptive management of the existing and future "built environment," to react to and mitigate predicted climate impacts. This includes, but is not limited to, all forms of public and private property: homes, office buildings industrial and commercial facilities, etc.; and infrastructure and modifications of

\* The Advisory Task Force has agreed to become a "pilot" program in the "Climate Resilient Communities Campaign" of ICLEI, an international association of local governments that have made a commitment to sustainable development.

infrastructure systems -- roads, rail, ports and airports, bridges, waterways, and public works. The Committee will develop standards and strategies for property and infrastructure systems "resiliency:" prevention of adverse consequences and response and recovery from future conditions and events. The Committee will identify effective tools for property and infrastructure adaptation: goals, policies, programs, funding and measures of progress and success.

**5. Economic, Social and Health Issues Committee**

To provide the Advisory Task Force with analysis and recommendations regarding the economic, social and health impacts of climate change. It is especially important that the Committee focus on the most important economic sectors of the Miami Dade region: tourism, development, trade, agriculture and others. On the one hand, the Committee will develop recommendations to minimize and ameliorate the possible negative impacts of climate change -- as well as considerations with respect to the recommendations for greenhouse reduction and adaptation policies and strategies - that take into account the economic, social and health interests of the businesses and people of Miami Dade County. In particular, the Committee will recommend ways to avoid disparities in the impact upon low-income, fixed-income or other potentially disadvantaged people and communities. On the other hand, climate change solutions, particularly in the realm of adaptation, may offer Miami Dade businesses, workers, financial institutions and investors, universities -- and other entities with an economic interest in this issue -- with an opportunity to develop and market products and services for the rest of the country and the world, and thereby represent an economic opportunity for the region. The Committee will provide the Task Force with recommendations to promote that opportunity.

**6. Intergovernmental Affairs Committee**

To provide the Advisory Task Force with information and analysis about the climate change strategies and actions among other governmental entities: within the broader south Florida region, among communities across the state, within state government and at the national and international level. The Committee will pay special attention to opportunities for the Commission to add its voice to those of others to promote policies and programs that will help Miami Dade, Florida and the nation to address climate change more effectively. The Committee will also identify opportunities for collaboration with other governmental entities, where such action would enhance the ability of Miami Dade more effectively to address climate change. The Committee will also seek ways to communicate effectively the climate change issue and the recommended Advisory Task Force solutions.

## Miami-Dade County Climate Change Advisory Task Force

### Workplan Timeline

#### Draft 6.6.07

#### June-September 2007

Committees meet (suggested: monthly) to develop the following:

1. 3-5 critical - highest priority -- questions/issues on which the Committee (and the Task Force) should focus its work in the next year.
2. Key resources to assist the Committee with expert advice on these issues.
3. Key stakeholder sectors/organizations whose engagement with the issues would be useful for reaching a broad constituency for supporting recommendations; an outreach process for stakeholder involvement.
4. Preliminary framework for actions. Framework to include: basic principles for the policy approach; potential actions to be taken (by MDC, state or federal government, others); outcomes to be achieved (short-term, long-term). Staff will provide committees with a uniform outline for such a framework.

#### September 2007

Task Force meets, perhaps in a lengthened session (10 a.m. - 3 p.m., with lunch) to hear, discuss and affirm Committee frameworks and provide further direction to Committees.

#### September-November 2007

1. Committees conduct outreach with expert resources and key stakeholders to present and discuss framework proposal.
2. Committees develop specific draft recommendations.

#### November 2007

1. Task Force meets to review Committee draft recommendations and adopt draft Task Force recommendations.
2. Task Force draft recommendations presented for first review to Board of County Commissioners.

#### December 2007

1. As necessary, Committees meet to review and respond to Board of County Commissioners requests/suggestions.
2. As necessary, further Committee outreach to stakeholders.

**January-February 2008**

1. Committees meet to review and discuss revised draft recommendations.
2. Task Force meets to review and adopt revised Committee recommendations.
3. Task Force presents revised draft recommendations to Board of County Commissioners

**March-April 2008**

- 1 Task Force, Committees - and perhaps stakeholders - engage with public education, outreach, implementation of adopted recommendations.
2. Task Force, Committees - and perhaps stakeholders - present recommendations to other levels of government, private sector, etc.

**April-May 2008**

1. Task Force meets to review accomplishments from work-to-date and preview work priorities going forward, if authorized.
2. Committees meet to develop Workplan directions for 2008-09.

**June 2008**

Task Force meets to review and adopt 2008-09 Workplan.



## THE COMMISSION ON DISABILITY ISSUES

Section 1 – Board’s Mission: Citizens and their government work together to make Miami –Dade County a place where people with disabilities can fulfill their greatest potential for achievement and independence.

Section 2 Board’s Performance Measure – The Commission on Disability Issues does not have performance measures.

Section 3 Accomplishments for past 12 months-

Worked with Employee Relations to develop and implement an internship program for people with severe disabilities and worked with Transit to approve a between car barrier for the Metro-mover. CODI was involved in attending meetings and giving recommendations to the Community Affordable Housing Strategies Alliance (CAHSA) Task Force. CODI worked with Office of Emergency Management & Homeland Security on the needs of people with disabilities. CODI sponsored a resource fair with over 55 exhibitors and over 500 attendees. Members of CODI sit on the STS Oversight Committee, Airport Access Committee, VOAD – Volunteer Organizations Aiding in a Disaster, the STS Riders Group, and AASPD – Association of Agencies Serving People with Disabilities; to name but a few.

Section 4 Accomplishments since inception:

Set priorities for the County’s Transition plan to remove architectural barriers in County facilities, CODI worked with Consumer Service on providing wheelchair accessible taxis, worked with Public Works audible pedestrian signals, worked to have Commission meetings closed-captioned

Section 5 Future Accomplishments:

To continue to heighten the awareness of County Commission members and the County administration on disability issues by writing opinions and giving testimony; to serve as a resource to County government by working closely with County departments and administration. To the future we look forward to working with the County Commission, County administration and County staff to make Miami-Dade County welcoming to people with disabilities

Section 6 Additional Comments:

Over 80% of CODI is made up of people with severe disabilities. There are presently three seats that need to be filled.



## **COMMUNITY AWARENESS TASK FORCE**

### SECTION 1 BOARD'S MISSION

The Community Awareness Task Force (CATF) is a multi-jurisdictional team of professionals whose mission is to systematically identify, address, enforce and prevent illegal dumping with a 3 prong proactive approach:

Community Awareness  
Education  
Enforcement

### SECTION 2 BOARD'S PERFORMANCE MEASURES

The CATF will attend 3 public meetings a month to increase community awareness of the negative impacts which illegal dumping inflicts upon the quality of life and the environment in our communities.

As the Task Force progresses additional Performance Measure will be added.

### SECTION 3 ACCOMPLISHMENTS FOR PAST TWELVE MONTHS

Established and identified locations that are constant sites for illegal dumping "hot spots"

Established a partnership with Home Depot to increase Public Awareness through a pilot program, at point of sale and purchase locations throughout Miami- Dade County

Conducted several joint inspections that lead to Enforcement and Eradication of illegal dumping because of timely and multi-jurisdictional efforts.

Community Clean ups that targeted low income neighborhoods

Introduced new legislation to revise Florida Statue addressing vehicle seizures, and points on license for illegal dumpers.

### SECTION 4 ACCOMPLISHMENTS SINCE INCEPTION

See above Section 3; same time frame

### SECTION 5 ANTICIPATED FUTURE ACCOMPLISHMENTS

Purchase and placement of cameras

Continue and update educational program that addresses the issue

Continue and update media and public relations campaign

Introduce new or update code revisions as needed

Research and identify funding sources i.e. grants etc. that would enhance our efforts

### SECTION 6 ADDITIONAL COMMENTS



## COMMUNITY COUNCIL – 5

### SECTION I: Board's Mission

Pursuant to Miami-Dade County Code of Ordinances, regarding Community Councils; the members of our Council are committed to providing sound zoning decisions that produce adequate growth and development that serve to improve the quality of life of our constituents and the community they live in. In addition the Council will act as a liaison between the community and the different departments within the county to address any issues and concerns that are brought forth by the residents in the area.

### SECTION II: Board's Performance Measures

In the time frame between January 2005 and December 2006, Community Council 5 has convened 15 zoning meetings, 13 non Zoning meetings various workshops. During the above mentioned time frame 18 resolutions were submitted to the BCC.

### SECTION III: Accomplishments for Past Twelve Months

In addition to the information contained contained above, Community Council % has been successful in implementing the no parking areas close to I-75 and Miami Gardens Drive, expediting the installation of safety lights around Palm Springs North, Bringing attention to the various flooding issues in and around the area and getting them resolved.

### SECTION IV: Accomplishments Since Inception

Since it's inception it is our belief Community Council 5 has made may accomplishments, some of which are detailed above. In addition, Community Council 5 has kept a focus on maintaining a good balance between growth and a good quality of life for the residents represented by our Council.

### SECTION V: Anticipated Future Accomplishments

Community Council 5 is committed to continued focus on providing a good balance between growth and a good quality of life. In addition we look forward to continued efforts to address the non-zoning issues that affect the residents of the area and be their voice in local government. In addition, the Council is committed to: 1) The implementation of the plans of development as designed by the

Charrettes held in the various communities; 2) Work on additional public infrastructure improvements for the area and 4) Secure additional funding for the community to provide the most needed services.

#### SECTION VI: Additional Comments

It is my belief Community Council – 5 is a vital community Board that represents the various interests of the people that it serves, technically our very neighbors. It is important that we continue to represent them in a manner in which their views and concerns are addressed and listened to. At the same time, keep in the forefront what makes sense for the community at large now and in the future, making the area of Community Council 5 a great place to live, work and play for generations to come.

# VERNELL EVERETT

---

15100 South River Drive  
Biscayne Gardens, Florida  
(305) 685-0491

7/12/2007

Office of Strategic Business Management  
Miami-Dade County

To Whom it may concern

1 I'll respond to the Board's mission promise. I don't have a problem with the stated board's mission as stated in the community council's handbook. I'll quote one part of the mission's statement here. "Providing the residents of unincorporated Miami-Dade County with increased governmental accountability, and responsiveness in decision-making processes for the delivery of municipal-type services." I'll agree with that.

2 Has the board performed to the maximum of its capabilities? I believe the board can do a much better job of channeling local community concerns to the responsible agent or agencies.

3 Accomplishment for the past twelve months? Council #8 has done a good job under the prevailing circumstances.

I'll skip number 4 for now.

5 I believe with the tools needed to get the job done, the Community council can be highly effective in addressing the local issues of the community. The Council will need to work with other boards and agencies to a much more intense degree than they have in the past.

6 I think that the councils need much more visibility than they've had in the past. I believe this because I have talked to some of our citizens about the councils and their functions. Most of the people who I talked with had very little knowledge of what the councils were about. How we solve this problem? Let's work on the solution

Sincerely,

*Vernell Everett*  
Council #8



# Miami-Dade County Florida

## **Community Council District 11**

### West Kendall

July 12, 2007

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## ***Section I – Mission***

Pursuant to Miami-Dade County Code of Ordinances, Chapter 20, Section IV regarding Community Councils; the members of our Council are committed to provide sound zoning decisions that produce smart growth and development that increase and improve the quality of life of our constituency. We will also support and encourage the local governing entities to make decisions of critical impact for the good of the people we serve.

## ***Section II – Performance Measures***

Community Council 11 (CC11) held ten (10) Zoning Hearings during 2005, and eleven (11) Zoning Hearings in 2006, having considered 113 applications. Also, we held 14 Non-Zoning Meetings and passed 19 resolutions that were forwarded to the Board of County Commissioners from January 1, 2005 through December 31, 2006.

## ***Section III – Accomplishment for past twelve months***

In addition to the information contained in Section II, Council members have been actively involved by attending Public forums and community meetings that are related to the Tamiami Executive Airport, the Kendall Drive Corridor Expansion, and other community involvement meetings.

## ***Section IV – Accomplishment since inception***

- Below is a list of some of the accomplishments:
- Increase traffic signalization at the intersection of SW 157 Avenue and SW 96 Street
- Increase traffic signalization at the intersection of SW 162 Avenue and SW 56 Street
- Increase traffic signalization at the intersection of SW 162 Avenue and SW 72 Street
- Increase traffic signalization at the intersection of SW 162 Avenue and SW 80 Street
- Complete road extension on Bird Road between SW 157 Avenue and 162 Avenue
- Correct lengthy delay at SW 152 Street and Turnpike at 117 Avenue (east and west bound)
- Correct lengthy delay at SW 184 Street and Eureka Drive
- Complete extension of SW 157 Avenue between SW 56 St and SW 72 Street
- Widen SW 56 Street from SW 152 Avenue to SW 158 Court to a four lane street

- Widen SW 162 Avenue from SW 47 Street to SW 52 Street to a four lane
- Widen SW 162 Avenue from 56 Street to 62 Terrace and SW 64 Street to SW 67 Street to a four lane
- Widen SW 72 Street west of SW 164 Avenue to a four lane street
- Widen SW 157 Avenue just north of SW 56 Street to a four lane street
- Funding for the Kendall Tamiami Airport Runway Expansion
- Supply Hammocks District Police Station with two ATVs
- Provide adequate funding for Police Department to support additional staffing of 9-1-1 Office
- Provide adequate funding for Team Metro West and Kendall Offices to support additional Code Compliance staffing
- Park improvements for Wild Lime Park (soil, sod, and artificial lighting)
- Park improvements for Westwind Lakes Park (completion of second soccer field and additional lighting)
- Provide funding for West Kendall Optimist Club Wish List

### ***Section V – Anticipated future accomplishments***

- Build additional traffic lanes on SW 157 Avenue between SW 104 Street to SW 136 Street
- Widen SW 152 Street from SW 147 Avenue to SW 152 Avenue to a four lane roadway
- Built road extension or additional exit/entrance at the Turnpike and SW 152 Street to alleviate traffic
- Continue to request funding for Police, Fire, and Team Metro departments.
- Continue to support the expansion of the Tamiami Executive Airport.
- Continue to request funding for park better traffic ways, projects, and street repair to alleviate traffic congestion in West Kendall.

### ***Section VI – Additional comments***

The CC11 is a vital community Board that represents the various interests of the people that it serves, in essence our neighbors. We are the voice of our community that entrusts us to make sound decisions that are beneficial for them and to improve the quality of life in Miami Dade County.

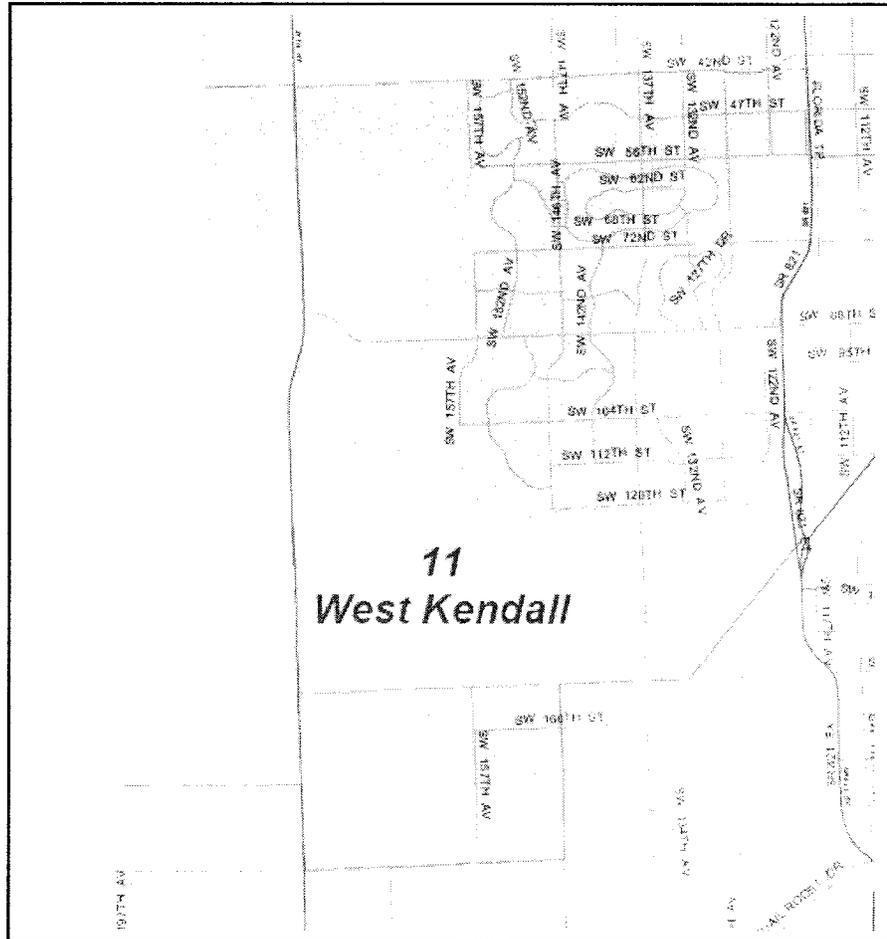
The CC11 has a strong commitment to serve the community and its citizens. This commitment has a long, success track record. This has been supported by several reports, specifically, the “OIG review of Miami-Dade Community Councils” report from the Office of the Inspector General in Feb/2005. Hence, CC11 has the highest attendance (94%-99%) and quorum for zoning and non-zoning meetings from 2001-2003. Also, the

CC11 was the only community council that didn't have a member absence for three (3) or more consecutive meetings.

Hence, West Kendall is dazzling and vibrant community. Its future is bright. We, the members of the Community Council 11, are committed to deliver excellence everyday!

## Section VII – Appendixes

### Appendix A: Community Council District Map



**Appendix B: Community Council Members and Appointing Commissioner.**

<b>West Kendall Community Council 11</b>
Members
Domingo Castillo, Chair
Miguel Cervera, Vice-Chair
Jeff C. Wander
Jay Reichbaum
Beatriz Suarez
Patricia Davis
Ileana Vazquez
Commissioners
<u>Katy Sorenson, District 8</u>
<u>Dennis C. Moss, District 9</u>
<u>Senator Javier D. Souto, District 10</u>
<u>Joe A. Martinez, District 11</u> (Appointing Commissioner)

**Appendix C: Community Council Zoning Hearing Meetings - 2007.**

**COMMUNITY COUNCIL ZONING HEARING MEETINGS**

**SCHEDULED FOR 2007 – (By Date)**

<b>JANUARY 2007</b>		<b>JULY 2007</b>	
C-12 1-9-07	VPB 1-22-07	C-7 7-10-07	C-11 7-19-07
C-2 1-10-07 - Cancelled	C-14 1-24-07	C-12 7-10-07 - New Date	C-8 7-25-07
C-11 1-11-07	C-15 1-30-07	C-2 7-11-07	C-15 7-31-07
C-8 1-16-07	C-7 1-31-07 - Cancelled	C-10 7-17-07 - New Date	C-16 7-31-07
C-10 1-16-07	C-16 1-31-07 - Cancelled	C-14 7-17-07	
C-5 1-18-07		C-5 7-19-07	
<b>FEBRUARY 2007</b>		<b>AUGUST 2007</b>	
C-2 2-1-07 - Cancelled	C-11 2-20-07		
C-12 2-6-07	C-14 2-21-07		
VPB 2-12-07 - Cancelled	C-15 2-27-07		
C-10 2-13-07	C-7 2-28-07 - Cancelled		
C-8 2-14-07 - Cancelled	C-16 2-28-07 - Cancelled		
C-5 2-15-07 - Cancelled			
<b>MARCH 2007</b>		<b>SEPTEMBER 2007</b>	
C-2 3-1-07 - Cancelled	C-8 3-20-07	C-12 9-4-07	C-14 9-18-07
C-12 3-6-07	C-14 3-20-07	C-11 9-5-07	C-7 9-19-07
VPB 3-12-07 - Cancelled	C-7 3-21-07 - Cancelled	C-5 9-11-07	C-8 9-19-07
C-10 3-13-07	C-15 3-27-07	C-10 9-11-07	C-15 9-25-07
C-5 3-15-07	C-16 3-28-07 - Cancelled	C-16 9-17-07	
C-11 3-15-07		C-2 9-18-07	
<b>APRIL 2007</b>		<b>OCTOBER 2007</b>	
C-2 4-11-07	C-11 4-19-07	C-11 10-2-07	C-7 10-17-07
C-5 4-12-07	VPB 4-23-07 - Cancelled	C-12 10-9-07	C-16 10-17-07
C-12 4-12-07 - New Date	C-15 4-24-07	C-10 10-10-07	C-8 10-23-07
C-10 4-17-07 - New Date	C-16 4-24-07 - Cancelled	C-5 10-11-07	C-15 10-30-07
C-14 4-18-07	C-8 4-25-07	C-2 10-16-07	
C-7 4-19-07 - Cancelled		C-14 10-16-07	
<b>MAY 2007</b>		<b>NOVEMBER 2007</b>	
C-2 5-8-07	C-5 5-17-07	C-11 11-6-07	C-14 11-14-07
C-12 5-8-07	C-15 5-29-07	C-12 11-7-07	C-5 11-15-07
C-10 5-9-07	C-16 5-29-07	C-10 11-13-07	C-7 11-15-07
C-14 5-15-07	C-8 5-30-07	C-16 11-13-07	C-8 11-20-07
C-7 5-16-07	C-11 5-31-07 - New Date	C-2 11-14-07	C-15 11-27-07
<b>JUNE 2007</b>		<b>DECEMBER 2007</b>	
C-12 6-5-07	C-14 6-19-07	C-12 12-3-07	C-7 12-17-07
C-10 6-6-07	C-11 6-20-07	C-16 12-3-07	C-10 12-18-07
C-7 6-12-07	C-15 6-26-07	C-11 12-13-07	C-14 12-18-07
C-2 6-13-07	C-16 6-26-07	C-15 12-13-07	C-5 12-19-07
C-5 6-14-07	C-8 6-27-07	C-2 12-17-07	C-8 12-19-07

## Appendix D: Community Council District 11 – Voter Demographic.

### PARTY

	<b>DEM</b>	<b>REP</b>	<b>OTHER</b>
Total	30,893	40,357	29,425
Percent	30.69%	40.09%	29.23%

### RACE

	<b>WHITE</b>	<b>BLACK</b>	<b>HISPANIC</b>	<b>OTHER</b>
Total	22,334	4,598	66,663	7,080
Percent	22.18%	4.57%	66.22%	7.03%

<b>TOTAL REG</b>
<b>100,675</b>

### GENDER

	<b>MALE</b>	<b>FEMALE</b>	<b>OTHER</b>
Total	44,176	54,819	1,680
Percent	43.88%	54.45%	1.67%

### AGE GROUP

	<b>18-20</b>	<b>21-29</b>	<b>30-55</b>	<b>56-64</b>	<b>65 &amp;UP</b>
Total	5,477	15,926	50,401	12,961	15,906
Percent	5.44%	15.82%	50.06%	12.87%	15.80%



**CARLA ASCENCIO SAVOLA**  
**CHAIRWOMAN KENDALL COMMUNITY COUNCIL 12**  
**7410 SW 22 CT**  
**MIAMI, FLORIDA 33143**

**BOARD'S MISSION:**

COMMUNITY COUNCILS WERE ADOPTED BY THE BOARD OF COUNTY COMMISSIONERS TO HAVE JURISDICTION OVER ZONING APPLICATIONS AND HAVE THE OPTION OF PERFORMING PLANNING, BUDGETING AND COMMUNICATION FUNCTIONS

**BOARD'S PERFORMANCE MEASURES:**

THE BOARD HAS PERFORMED ITS ZONING HEARING FUNCTION. THE BOARD PARTICIPATES IN COMMUNITY'S ACTIVITIES. THE BOARD MADE BUDGET RECOMMENDATIONS TO THE COUNTY MANAGER, MAYOR AND COMMISSIONERS

**ACCOMPLISHMENTS FOR PAST TWENTY FOUR MONTHS:**

COMMUNITY COUNCIL DISTRICT-12. HAS HELD 23 ZONING MEETINGS; CONSIDERED 155 APPLICATIONS; HELD 12 NON-ZONING MEETINGS AND; FORWARDED 17 RESOLUTIONS FOR CONSIDERATION TO THE BOARD OF COUNTY COMMISSIONERS

**ACCOMPLISHMENT SINCE INCEPTION:**

SINCE 1996. COMMUNITY COUNCILS HAVE BEEN ABLE TO KEEP GOVERNMENT. IN SOME ASPECTS, CLOSER TO THE RESIDENTS OF THE UNINCORPORATED AREAS

**ANTICIPATED FUTURE ACCOMPLISHMENTS:**

THIS COUNCIL WILL CONTINUE TO BRING DECISION-MAKING CLOSER TO THE AREAS AFFECTED BY THE DECISION, WHICH ALLOWS A MORE GENUINE SCRUTINY ON QUALITY OF LIFE ISSUES.

**ADDITIONAL COMMENTS:**

COUNCILS SHOULD HAVE A MORE ACTIVE ROLE IN BUDGETING FOR THEIR DISTRICTS IN ACCORDANCE WITH THE CODE OF MIAMI-DADE COUNTY. COUNCIL MEMBERS SHOULD BE VIEWED AS TRUE REPRESENTATIVES OF THEIR AREAS. ALLOWING THEM DECISION MAKING AUTHORITY REGARDING INFRASTRUCTURE, PUBLIC FACILITY AND SERVICE PROJECTS. COUNCILS SHOULD BE ABLE TO HAVE THEIR OWN COMMUNITY CENTER AND OFFICES WHERE THEY CAN ASSIST AND MEET WITH THE CONSTITUENTS THAT ELECT THEM.



# REIDLAND COMMUNITY COUNCIL #14

July 13, 2007

## BOARD'S MISSION

To allow residents the opportunity to have input in zoning decisions and other matters of interest to area residents.

## BOARD'S PERFORMANCE MEASURES

During this reporting period, this Board convened 23 Zoning Hearings, of which 21 met with a quorum. 13 Non-zoning meetings were held, of which 10 met with a quorum.

## BOARD'S ACCOMPLISHMENTS OVER PAST 12 MONTHS

Throughout this reporting period, this Board accomplished the following:  
Held 21 Zoning Hearings; considered 159 applications and held 10 Non-zoning meetings, resulting in a total of 29 Resolutions being forwarded to the Miami-Dade County Board of County Commissioners.

## BOARD'S ACCOMPLISHMENTS SINCE INCORPORATION

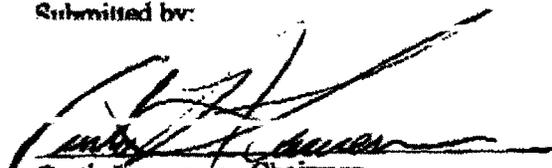
This Board has succeeded in bringing decision making to the residents and has given area residents a sense of control. This has for the most part lessened the desire to incorporate.

## BOARD'S ANTICIPATED AND FUTURE ACCOMPLISHMENTS/COMMENTS

I believe this Council will continue to garner community support, as long as its membership reflects a balance of opinions. It is imperative that citizens, as well as developers, feel that their opinions and ideas are being heard by representatives that are not biased.

Further, I believe that it is our mandate to strike a careful balance between balancing commercial, residential and lifestyle issues.

Submitted by:

  
Curtis Lawrence - Chairman



## COMMUNITY COUNCIL – 15

### SECTION I: Board's Mission

Pursuant to Miami-Dade County Code of Ordinances, Chapter 20, Section IV regarding Community Councils; the members of our Council has a commitment to provide good zoning decisions that produce smart growth and development that increase and improve the quality of life of our constituency. We also will support and encourage the local governing entities to make decisions of critical impact for the good of the people we serve.

### SECTION II: Board's Performance Measures

Community Council – 15 was reconvened in September, 2006 after being inactive for approximately one (1) year due to the incorporation of Cutler Bay and we lost four members of the Council. Since that time we have held ten (10) Zoning Hearings considering twenty-five (25) applications; and five (5) non-zoning meetings resulting in eight (8) resolutions being forwarded to the Board of County Commissioners.

### SECTION III: Accomplishments for Past Twelve Months

Community Council – 15 in addition to the information contained in Section II, the members of the Council has participated in three (3) Public Safety Events; two (2) Ground Breaking of Public Facilities; Two (2) Community Planning Information Tours; and eight (8) Community Involvement Meeting.

### SECTION IV: Accomplishments Since Inception

The Council since its inception has acted on matters that maximized the potential level of services, housings, retail and commercial developmental growth and quality of life improvements that the residents of area can expect and deserve of its government.

SECTION V: Anticipated Future Accomplishments The Council is committed to implementing the 1) Master Plans of development as designed by the multiple Charrettes that were held in the various communities; 2) Securing more affordable housing for the working poor and moderate income families; 3) increase public infrastructure improvements for the area and 4) help secure and support more funding for community connected CBO's for the Council Area to provide some of the most needed services.

## SECTION VI: Additional Comments

Community Council – 15 is a vital community Board that represents the various interests of the people that it serves, in essence our neighbors. It is important that we respect theirs views at all times but it is equally important that we as a Council do what is most beneficial for our communities and the future of the people that will live, work, play and call this area home.

## **FISHER ISLAND COMMUNITY COUNCIL 16**

### **Section 1: Mission Statement**

Keep infrastructure for Fisher Island at a proper level and address any legitimate concerns of the residents.

### **Section 2: Performance Measures**

Successfully accomplished the only one zoning request brought before our board.

### **Section 3: Accomplishments Past Twelve Months**

Installed a new updated cell phone tower for Fisher Island residents.

### **Section 4: Accomplishments since Inception**

County related accomplishments are limited by the fact that we are a private island and function as such.

### **Section 5: Anticipated Future Accomplishments**

Difficult to anticipate future accomplishments again to the fact that we are a private island and have not been able to rely on County funds in the past.

### **Section 6: Additional Comments**

I as Chairman still feel that the need for a Community Council exists to address the concerns of Dade County residents that live on Fisher Island that may arise so they can be brought to the County's attention and properly addressed.

**Information called in on July 11, 2007 by:**

**Dr. Sidney J. Stern**

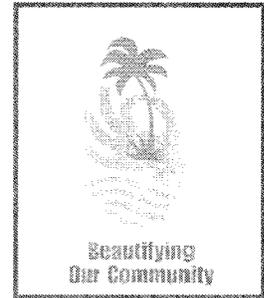
**Chairman, Community Council 16**



## Community Image Advisory Board Report July 2007

### Section 1 Board's Mission

Image is important. In 2006, Miami-Dade County hosted 11.6 million overnight visitors to Greater Miami and the Beaches. Overnight visitors spent \$16.3 billion in direct expenditures, the average expenditure per trip was \$1,408.63, and the average length of stay was 5.74 days. (Source: 2006 Visitor Profile and Economic Impact Study Prepared for Greater Miami Convention & Visitors Bureau)



When the Community Image Advisory Board (CIAB) was formed in 2001, unwelcoming vistas greeted our visitors along the frequently traveled roads that constitute our major gateways. The CIAB has tackled finding solutions to urban littering, graffiti, unattractive or insufficient landscaping, the absence of tree canopy, inadequate space to plant, lack of color, and coordination with multiple governmental jurisdictions with confusing boundaries, hurricanes and insufficient funding. The impressions of our major gateways, like routes to the Airport and Seaport, that visitors take with them could determine whether they return in the future. A thriving green infrastructure also enhances the quality of life for residents in Miami-Dade County. Economic vitality and appeal are directly tied to the physical conditions of our community.

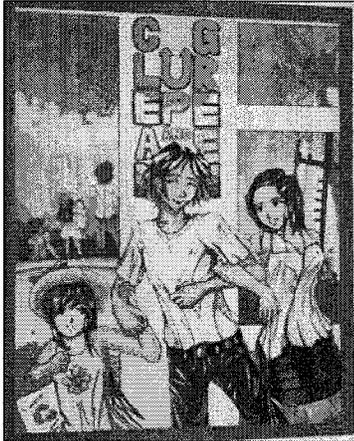
#### *Charge and Vision*

The Community Image Advisory Board (CIAB) was the successor to the temporary Community Image 2000 Advisory Committee. The CIAB mission is to advise the Board of County Commissioners on the maintenance and improvement of major roadways, transportation terminals and adjacent properties, including

- \* the proper maintenance of grass in and around our main roadways and transportation gateways;
- \* the continued enhancement of our main roadways and transportation gateways through the replacement of unhealthy or damaged landscaping;
- \* the enhancement of areas under overpasses and bridges;
- \* the establishment of a standard color-scheme for bridge overpasses;
- \* the proper maintenance around Metrorail and Metromover system and the creation of exciting designs through lighting painting, and cosmetic changes to the Metrorail and Metromover trains;
- \* the elimination of litter and trash on our main roadways and transportation gateways;
- \* the clearance of roadway intersections and emergency lanes of debris
- \* the enhancement of all roadways serving major tourist transportation terminals such as the airport, seaport and train station;
- \* the enhancement of water retention areas near major roadways through the use of lighting and fountains;
- \* the education of the community regarding the goals of the Advisory Board, especially roadway and gateway beautification.

Membership on the Board is comprised of representatives from the Florida Department of Transportation, MDX (Expressway Authority), the Greater Miami Convention and Visitors Bureau, Miami-Dade Public Schools, the Downtown Development Authority, the Miami-Dade League of Cities, each municipality, each County Commissioner, County Departments – Aviation, Seaport, Planning and Zoning, Solid Waste, Team Metro, Park and Recreation, Transit, Public Works, Metropolitan

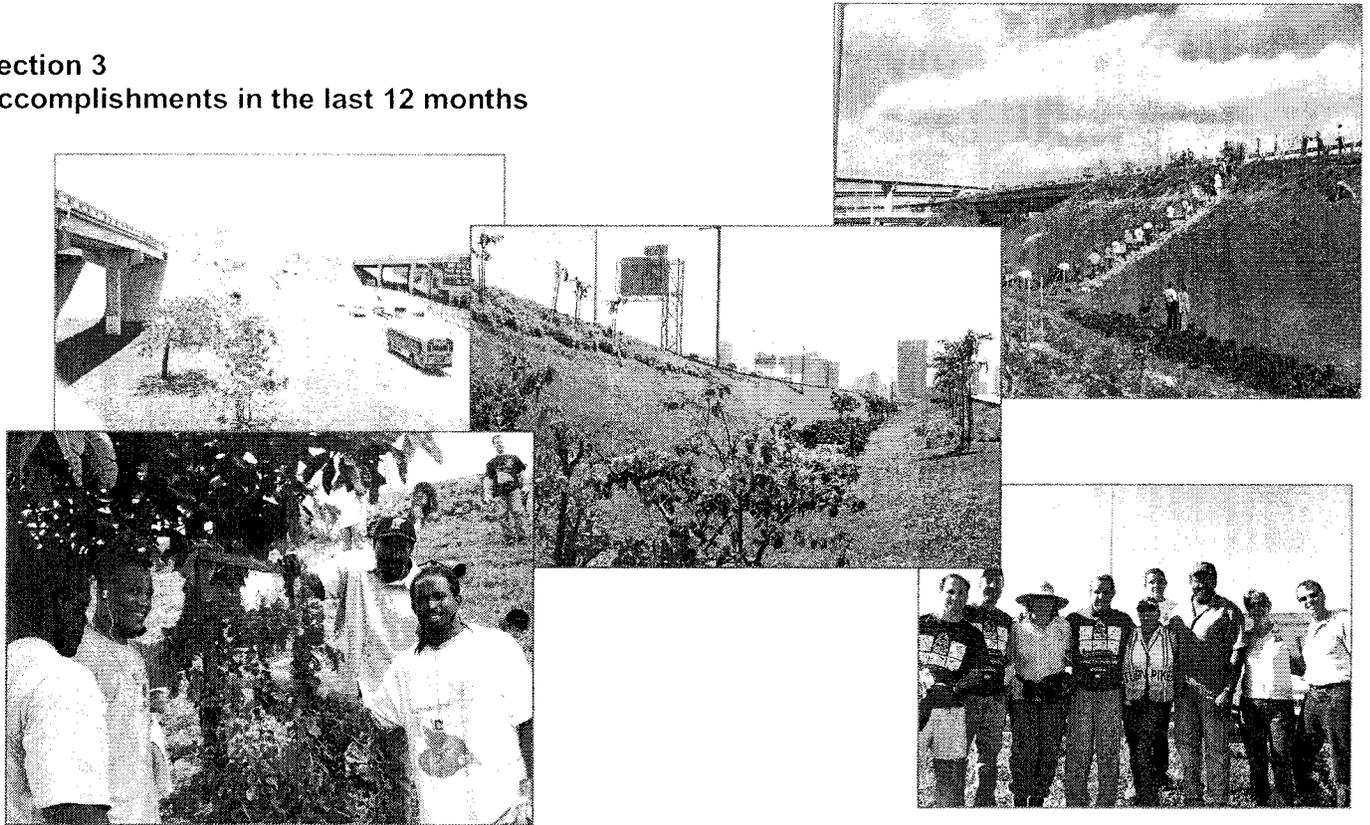
Planning Organization, the Transportation Aesthetics Review Committee, the Transportation Advisory Committee, the Greater Miami Chamber of Commerce, the Homestead/Florida City Chamber of Commerce, Amtrak, Tri-Rail and a member of the media.



**Section 2  
Board's Performance Measures**

- ✓ Initiate landscape projects on priority gateways
- ✓ Conduct annual poster contest to educate students on topics important to the CIAB (Anti-Litter, Greening, etc.)
- ✓ Design and implement anti-litter campaign
- ✓ Develop Aesthetic Master Plan
- ✓ Recommendation to BCC – Street Tree Master Plan
- ✓ Gateway standards for planting and maintenance for priority corridors

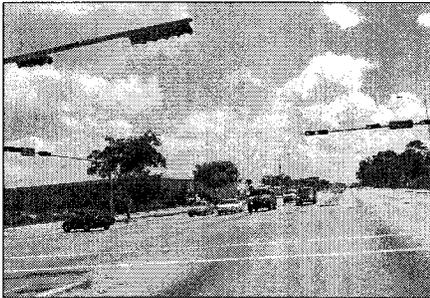
**Section 3  
Accomplishments in the last 12 months**



*Gateway Landscape Improvements*

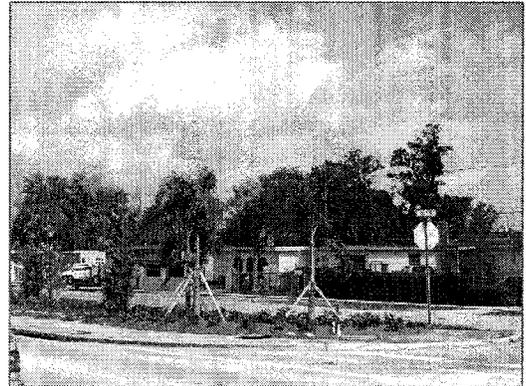
- ✓ In February 2007, South Florida hosted Superbowl XLI. Super Clean Up and Green Up was a coordinated effort by multiple jurisdiction to get the community ready for “company” including:

- **Greening the “V”** – Phase II. Coordinated design and implementation of I-95 V Project with the City of Miami, Hands on Miami, Roots in the City and CIAB Landscape Projects committee planted tropical trees and shrubs to enhance the appearance of I-95, from NW 11<sup>th</sup> Terrace to I-395, referred to as the “V” area to improve the skyline view of downtown Miami (on-going).
- Coordinated design and implementation of northbound 8<sup>th</sup> Street of Ramp with CIAB Landscape Projects committee
- **27<sup>th</sup> Avenue Gateway Improvements** - Implementation of the collaborative project for 27 Avenue landscape improvements the Cities of Miami Gardens and Opa Locka and the Florida Department of Transportation (on-going).

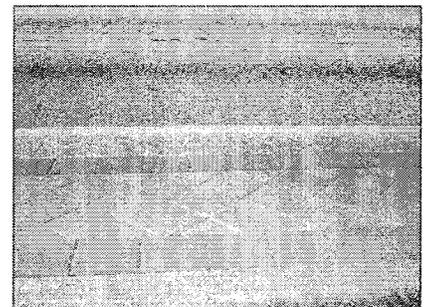
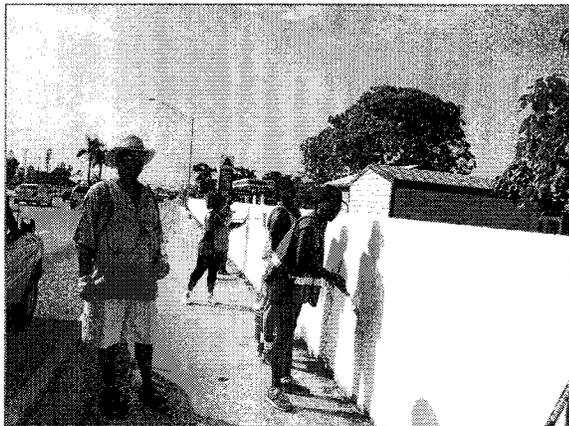


The median and rights-of-way along the northern stretch of 27th Avenue was unattractive, stark, and sparsely landscaped. The gray infrastructure of concrete, buildings, utilities and parking lots was uninviting. What little green infrastructure remaining consisted of

grass, weeds, and invasive tree species, such as melaleuca. The area looked generally unpleasant and depressing. The CIAB applied for a grant from the Florida Highway Beautification Council for the section of 27th Avenue within the City of Opa Locka and coordinated with Miami Garden, the municipality immediately north of the



City of Opa-Locka to achieve compatibility in design concept from County Line Road to NW 127 Street. With a \$300,000 grant from the Florida Highway Beautification Council, matched by \$150,000 from a Joint Participation Agreement with FDOT and \$150,000 from the CIAB, the collaboration began. Miami Gardens has also received a grant from FDOT agreed to manage the entire project (on-going).



- **I-95 landscape enhancements** – Requested and received expedited FDOT landscape enhancements originally planned for I-95, accelerating projects planned in future years to happen before the Super Bowl
- “Punch List” for the Super Bowl - Coordinated multi-jurisdictional team to intensify key gateway maintenance
  - Replace dead or missing plants
  - Mulch trees/palms and shrub/ground cover beds
  - Litter pick and bulk dumping cleanup

- Weed removal (i.e. cracks in roads, road drains, bridges, fence lines, etc.)
  - Weeding of shrub and ground cover beds
  - Graffiti removal or paint over
  - Mow grass and edge where possible and appropriate
- ✓ Apply for and receive \$300,000 from the Florida Highway Beautification Council for landscaping project on NW 27 Avenue from SR 112 south to the Miami River in cooperation with the City of Miami. In process of negotiating interlocal agreement.
  - ✓ Reviewed MDT Metrorail and Metromover stations for landscape improvements. Target stations – Civic Center Metrorail Station and the 3<sup>rd</sup> Street Metromover Station. (on-going)

#### *Improved maintenance along gateways*

- ✓ Hired and implemented 1<sup>st</sup> year CIAB NEAT team to remove trash and make repairs when the maintaining jurisdiction cannot respond in an expeditious manner
- ✓ Bullnose Work and Landscape Plantings along Gateways - as part of the CIAB Minimum Standards, the Public Works Department has been maintaining the end caps of medians (a.k.a. bullnoses) through CIAB.
- ✓ Continuation of the CIAB Inspection Program - CIAB Inspector visually scrutinizes priority corridors to report maintenance issues to the appropriate jurisdiction for follow up action.

#### *Tree Canopy Restoration*

- ✓ Completed and submitted to the BCC, the Greenprint for our Future: Street Tree Master Plan. Approved by the Board on March 6, 2007.
- ✓ Formed a committee of the CIAB to implement the recommendations of the Street Tree Master Plan.
- ✓ Planned Tree Summit to identify challenges and solutions for trees in Miami-Dade County. Scheduled for July 18, 2007.
- ✓ Coordinate with the City of Miami and American Forests to perform an Urban Ecosystem Analysis of green infrastructure and tree canopy which will include the following activities and outcomes:
  - Use of satellite imagery analysis to identify and classify land covers, such as trees, grass, water, shrub, and impervious surface areas while calculating percentages of total land cover
  - Quantify air and water quality, storm water reduction, and pollutant reduction values
  - Show trends by illustrating changes in land cover and tree loss over time
  - Provide information on green infrastructures versus gray infrastructure
- ✓ Healthy Canopy Initiative: enhanced tree planting, maintenance and hazard mitigation.
- ✓ Continue on-going coordination of the Adopt-a-Tree Program with DERM to enhance tree canopy.

### *Education*

- ✓ Developed creative concept for the anti-litter campaign. Negotiating with the Miami Heat for player involvement (on-going).
- ✓ Conducted annual poster contest for elementary, middle and high school students. More than 1700 students participated in the 2007 contest.

### *Aesthetics*

- ✓ Convened an advisory committee of the print media industry and County representatives to construct an ordinance regulating the newsracks in unincorporated Miami-Dade County.
- ✓ Selected consultant for Phase I of the Aesthetics Master Plan.
- ✓ Julia Tuttle Memorial Statue – The CIAB is assisting the Commission for the Status of Women with \$35,000 towards the purchase of this memorial statue to be located at the former Dupont Plaza area along the Miami River greenway (on-going).
- ✓ US1 “Pink Wall” – At the urging of the CIAB, the City of Miami has been struggling with the restoration of a stretch of noise wall along US1. Plans to reconstruct the wall are in permitting and construction is expected to begin August 2007.

### *Downtown Expressway Ramps*

- ✓ The expressway ramps into and out of the Downtown Miami area do not reflect the importance of our tourist economy with sparse vegetation and infrequent maintenance cycles. The CIAB developed a partnership with Downtown Development Authority (DDA) for improvements to several downtown ramps. Project approved by BCC on July 10, 2007, with implementation by December 2007.

### *Volunteer Coordination*

- ✓ Volunteer projects build community support for the CIAB mission and achieve short-term, low cost improvements to priority gateways. Use of volunteer labor is a cost-effective method of bringing quick changes to our roadsides to enjoy immediate results. The CIAB coordinates planting projects with Hands on Miami and other volunteer groups. Greening the “V” was accomplished with the assistance of volunteers.

## **Section 4**

### **Accomplishments Since Inception**

#### *Establishing CIAB Corridors*

- ✓ In order to maximize the impact of the CIAB efforts and target visible improvements, priority corridors were selected. In 2005, updated definition of gateways to include US1, I-95, Florida Turnpike, I-195, I-395, SR112, SR836, SR826, and 27<sup>th</sup> Avenue.
- ✓ Prior to 2005, the CIAB established the following corridors as priority areas:
  - Honey Hill & Ives Dairy, near Stadium
  - Miami Gardens Dr & 57th Avenue
  - 36th/41st Street adjacent to MIA
  - 87th Ave North from 58th St to US1
  - Coral Way near the Youth Fair
  - 152nd St from US1 to Metrozoo
  - 79th Street from I-95 west
  - NW 62 St from I-95 west

- Speedway Boulevard -- 137th Ave
- NW 199th St and 27th Avenue
- NW 119th Street and 12th Avenue
- Kendall Drive
- Golden Glades Interchange
- NE/NW 199 St from 26 Ave to 57 Avenue
- NW 57th Ave from 138 St to 215 Street
- Kendall Drive from US1 to Krome Ave

### *Landscaping Projects*

- ✓ Phase II and III Landscaping Improvements at Miami International Airport were completed in January 2007. A plan to develop a “dramatic entrance feature” to welcome visitors is on-going.
- ✓ As a member of the CIAB, MDX has been furthering the board’s mission to improve gateways on SR 112 and SR836 through the installation of landscaping and litter cleanup. The banks of SR112 and the exit at NW 27<sup>th</sup> Avenue received new landscaping in 2007.
- ✓ The Turnpike Authority has also accelerated new landscaping projects along the Miami-Dade section of the corridor and has implemented a unifying plant palette incorporating several native plant species.
- ✓ 27<sup>th</sup> Avenue Bull Nose project – new landscaping and an ongoing maintenance program was established for the bull noses on NW 27<sup>th</sup> Avenue. The maintenance is still on-going.
- ✓ Performing Arts Center Landscaping – the CIAB coordinated with FDOT and the City of Miami to install native tree canopy and landscaping at the new PAC in preparation for its inauguration.

### *Gateway Landscaping Standards*

- ✓ The Landscaping subcommittee of the CIAB has developed a standards manual for the landscaping along the gateways. The final draft was distributed in May 2007.

### *Painting Projects*

- ✓ MDX Bridges – The bridges along SR112 and SR 836 have all been painted with a unifying terracotta or blue palette.
- ✓ Miami Gardens hosted a “paint out” to cover graffiti on a wall along 27<sup>th</sup> Avenue as part of the Super Bowl Clean-Up and Green Up campaign.

### *Street Trees - Greenprinting Initiatives*

- ✓ Tree Summit – A “summit” conference was held in March 2006 to raise awareness on the benefits of trees and educate government leaders on tree canopy restoration following the 2005 hurricanes. A second summit has been scheduled for July 18, 2007.
- ✓ Tree Subcommittee – The CIAB formed this subcommittee in April of 2007 to further the goals of the Street Tree Master Plan.

### *Staffing*

- ✓ N.E.A.T. Teams – In 2003, the Public Works department established Neighborhood Enhancement Action Teams (NEAT) to address the gaps in services such as liter pickup and landscaping maintenance to improve the aesthetics of the County’s infrastructure.

- ✓ Business Plan – The CIAB established an Office of Community Image directed by the Community Image Manager in 2003. To date, the office has been supported by the County Strategic Plan and Budget.

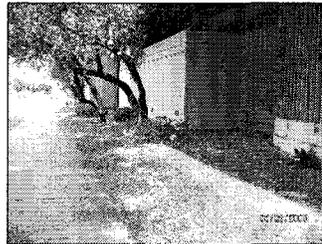
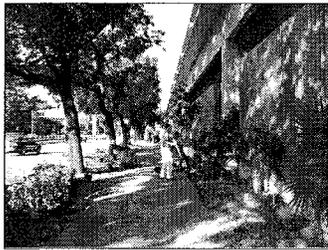
**Metrorail Stations**

US 1/Metrorail improvement



Completed Phase 1 at Vizcaya Metrorail Station

This site was chosen because Vizcaya is a major tourist destination, located along US1, a priority corridor. Plants and sprinkler system repair funded by MDT. Site preparation funded by CIAB. Landscape design donated by CIAB partners. Volunteer labor provided by Hands on Miami.



**Section 5**

**Anticipated Future Accomplishments**

Many of the projects listed above are ongoing initiatives and will continue as funding is identified to implement them. Specifically, expanding the number of priority gateways to cover a larger geographic area, implementation of the recommendations in the Street Tree Master Plan, expanding the education efforts to adults and children in the community as opportunities present themselves.

**Section 6**

**Additional Comments**

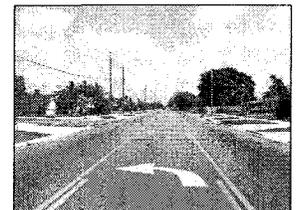
The CIAB has been meeting its mission of making improvements to Miami-Dade’s gateways. Participation by a wide spectrum of agencies and individuals and collaborations across agency lines have accomplished visible results thanks to the members’ expertise and commitment to improve the quality of life in Miami-Dade County.

**What is Green Infrastructure?**

The physical structure of a community is called its infrastructure. These utilitarian workhorses of a city can be divided into *green and gray*. Green infrastructure is areas covered with trees, shrubs, and grass; gray infrastructure is buildings, roads, utilities, and parking lots.



Green infrastructure is porous, allowing water to soak into soil which naturally filters pollutants before entering canals, the Miami River, or Biscayne Bay and recharges the aquifer that supplies our drinking water. Gray infrastructure is impervious, forcing water to runoff and which must be managed and cleaned before entering bodies of water.





## **CONSTRUCTION TRADES QUALIFYING BOARD - DIVISION "A"**

### **Board's Mission Statement**

***Ensure competency standards are met in the trades and specialty categories through the review and approval of contractor and tradesmen applications for certification and conduct disciplinary hearings to resolve contractor complaints.***

The Construction Trades Qualifying Board – Division "A" was created as the construction regulation Board entrusted with overseeing the uniform enforcement of Chapter 10 of the Code of Miami Dade County in regards to Contractors. This Division of the Board specifically deals with those contractors and tradesmen in the building and building specialty trades.

The Construction Trades and Qualifying Board – Division "A" has continued to review and approve contractor and tradesmen applications for certification and conduct disciplinary hearings to resolve contractor complaints. Subcommittees have been created to work on specific subjects and make their recommendations to the full Board.

The Construction Trades Qualifying Board serves current community needs by the ensuring that competency standards are met in the building and building specialty trades and is working to resolve citizen complaints.

The Board was established in 1957 and since then has issued thousands of trade certificates and contractor licenses as well as ruled regarding disciplinary action.

The number of tradesman and contractor certificates issued as well as how many disciplinary hearings held are measurements used to evaluate the Construction Trades Qualifying Board's effectiveness.

The following is a condensed description of accomplishments in 2002:

<b>Nine (9)</b>	Formal Hearings
<b>Nine (9)</b>	Informal Hearings
<b>327</b>	Appearances
<b>1,016</b>	Licensing Applications reviewed

The following is a condensed description of accomplishments in 2003:

<b>32</b>	Formal Hearings
<b>Four (4)</b>	Informal Hearings
<b>1,876</b>	Appearances

CTQB – Division A Overview  
GOE Report

**1,064** Licensing Applications reviewed

The following is a condensed description of accomplishments in 2004:

<b>33</b>	Formal Hearings
<b>24</b>	Informal Hearing
<b>228</b>	Appearances
<b>1,213</b>	Licensing Applications reviewed

Attached are the charts with list the 2005 and 2006 accomplishments for the Conatructions Trades Qualifying Board – Division A.

The Construction Trade Qualifying Board - Division A has continued to review contractor applications and hear disciplinary actions over this current year and anticipates continuing to play a vital role in assisting residents with construction licensing related issues.

CTQB – Division A Overview  
GOE Report

2005 CTQB A BOARD RECAP

	Jan 05	Feb 05	Mar 05	Apr 05	May 05	Jun 05	Jul 05	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	
TOTAL # OF APPLICATIONS REVIEWED	66	105	151	99	140	156	190	R	196	114	143	84	1,444
FORMAL HEARINGS SCHEDULED	1	3	3	4	3	2	3	E	5	0	5	0	29
INFORMAL HEARINGS SCHEDULED	0	0	0	1	1	1	2	C	1	0	1	0	7
APPEARANCES SCHEDULED	16	15	27	19	22	26	22	S	20	0	34	15	216

2006 CTQB A BOARD RECAP

	Jan 06	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	
TOTAL # OF APPLICATIONS REVIEWED	84	98	147	No	127	156	119	R	193	137	139	102	1,302
FORMAL HEARINGS SCHEDULED	3	3	3	Q	3	2	3	E	2	3	1	1	24
INFORMAL HEARINGS SCHEDULED	2	0	0	o	1	0	0	C	0	0	0	0	3
APPEARANCES SCHEDULED	35	35	34	r	78	43	48	S	45	21	38	20	397



## CONSTRUCTION TRADES QUALIFYING BOARD - DIVISION "B"

### Board's Mission Statement

*Ensure competency standards are met in the trades and specialty categories through the review and approval of contractor and tradesmen applications for certification and conduct disciplinary hearings to resolve contractor complaints.*

The Construction Trades Qualifying Board – Division "B" was created as the construction regulation Board entrusted with overseeing the uniform enforcement of Chapter 10 of the Code of Miami Dade County in regards to Contractors. This Division of the Board specifically deals with those contractors and tradesmen plumbing, mechanical and electrical trades and the specialty areas thereof.

The Construction Trades and Qualifying Board – Division "B" has continued to review and approve contractor and tradesmen applications for certification and conduct disciplinary hearings to resolve contractor complaints. Subcommittees have been created to work on specific subjects and make their recommendations to the full Board.

The Construction Trades Qualifying Board serves current community needs by the ensuring that competency standards are met in the building and building specialty trades and is working to resolve citizen complaints.

The Board was established in 1957 and since then has issued thousands of trade certificates and contractor licenses as well as ruled regarding disciplinary action.

The number of tradesman and contractor certificates issued as well as how many disciplinary hearings held are measurements used to evaluate the Construction Trades Qualifying Board's effectiveness.

The following is a condensed description of accomplishments in 2002:

<b>Three (3)</b>	Formal Hearings
<b>186</b>	Appearances
<b>689</b>	Licensing Applications reviewed.

The following is a condensed description of accomplishments in 2003:

<b>Eight (8)</b>	Formal Hearings
<b>134</b>	Appearances
<b>683</b>	Licensing Applications reviewed.

The following is a condensed description of accomplishments in 2004:

<b>Four (4)</b>	Formal Hearings
<b>One (1)</b>	Informal Hearing

<b>54</b>	Appearances
<b>326</b>	Licensing Applications reviewed.

Attached are the charts which list the 2005 and 2006 accomplishments for the Construction Trades Qualifying Board – Division B.

The Construction Trades Qualifying Board - Division B has continued to review contractor applications and hear disciplinary actions over this current year and anticipates continuing to play a vital role in assisting residents with construction licensing related issues.

CTQB – Division B Overview  
GOE Report

**2005 CTQB B BOARD RECAP**

	Jan '05	Feb '05	Mar '05	Apr '05	May '05	Jun '05	Jul '05	Aug '05	Sep '05	Oct '05	Nov '05	Dec '05	TOTAL
<b>FORMAL HEARINGS</b>	1	2	0	0	0	1	0		0	0	0	0	4
<b>INFORMAL HEARINGS</b>	0	0	1	1	0	0	0		0	0	0	0	2
<b>APPEARANCES</b>	5	5	3	10	4	6	9		5	9	7	3	66
<b>TOTAL APPLICATIONS REVIEWED (LICENSES)</b>	13	15	25	42	34	45	36		61	39	32	9	351

**2006 CTQB B BOARD RECAP**

	Jan '06	Feb '06	Mar '06	Apr '06	May '06	Jun '06	Jul '06	Aug '06	Sep '06	Oct '06	Nov '06	Dec '06	TOTAL
<b>FORMAL HEARINGS</b>	0	0	0	0	0	0	0		0	0	0	0	0
<b>INFORMAL HEARINGS</b>	0	0	0	0	1	1	0		0	1	0	0	3
<b>APPEARANCES</b>	6	13	8	10	11	10	8		3	13	3	8	93
<b>TOTAL APPLICATIONS REVIEWED (LICENSES)</b>	22	18	20	32	30	32	41		35	19	26	47	322



## **Crane and Heavy Equipment Advisory Committee**

### **Mission of the Committee:**

**To create an ordinance relating to the safety of Cranes and Heavy Construction Equipment; Providing definitions, standards for manufacture and installation of cranes; providing for education and certification of crane operators; establishing standards for Hurricane preparedness; providing for enforcement. Creating Chapter 8E of the code.**

### **Accomplishments:**

The Crane Committee completed a draft of the proposed ordinance over a four (4) month period and the ordinance is in review at the County Attorneys office for presentation of the final draft. The Committee memberships consisted of representatives from equipment manufacturers, design engineers, equipment suppliers, operators, operating engineers' labor union, contractors, developers, and certification inspectors. The meetings were attended by the Miami-Dade Building Code Compliance Office staff, as well as Building Officials from Miami-Dade County, City of Miami, City of Coral Gables, and City of Miami Beach, and other "concerned" industry officials, who provide additional information regarding crane operation and safety in our community.

### **Anticipated Future Accomplishments:**

Continue to monitor the implementation and effectiveness of the Ordinance and future impacts from State legislation.

### **How the Board's existence benefits the County:**

There are more than one hundred major projects under construction in the Miami-Dade Metropolitan area utilizing heavy equipment. The Occupational Safety and Health Administration (OSHA) statistics show fourteen construction fatalities in the South Florida area from January to May 2006 alone and the number continues to grow. Miami-Dade County will be one of the few in the Country to regulate the use of Crane and Heavy Equipment to provide safety for its residents.



**ENVIRONMENTAL QUALITY CONTROL BOARD  
COUNTY ADVISORY BOARD WORKSHOP**

**Section 1 Board's Mission**

The purpose of the Board is to hear appeals by any person aggrieved by any action or decision of the DERM as provided in Section 24-11. To hear and pass upon all applications for variances and extensions of time in the manner provided by Sections 24-13 and 24-14m except for compliance with Federal Pretreatment Regulations set forth in 40 CFR 403 as incorporated in this chapter. To hear and pass upon all applications for extension of time for compliance with the provisions of Chapter 24. To hear and pass upon all applications pursuant to Section 24-16 for approval of interim package sewage treatment plants. To provide additional notice to the public, by posting application in such a manner that shall provide notice of the purpose, time and place of such hearing. To hear and pass upon applications by private and/or public water or sewer utilities for a statement of approved water quality or approved sewage service filed pursuant to the requirements of Section 24-15 of the Code. To issue subpoena to compel the presence of a witness or documents at any hearing authorized above. To review decisions of the Dade County Fire Department or other Fire Department having jurisdiction, pursuant to Section 2-103.23 of the Code.

The Board is the only entity permitted by law to grant variances or extensions of time or appeals from the requirements of Chapter 24 subject to the limitations therein.

**Section 2 Board's Performance Measures**

Board Members	Present at hearing	Excused from hearing
Claire M. Bradshaw-Sidran, Ph.D.	24	2
Robert S. Pope, Ph.D.	21	5
William Hopper, Ph.D	24	2
Luis A. Prieto-Portar, Ph.D., P.E.	21	5
David A. Chin, Ph.D., P.E.	22	4

**Section 3 Accomplishments for Past Twelve Months**

The Board, as a quasi-judicial body, has had 218 items advertised in the agenda. Of the 218 items, 10 items were withdrawn, 1 transferred to the Board of County Commission and 60 Board Orders were issued following public hearing.

**Section 4 Accomplishments Since Inception**

The Board has been an administrative mechanism which has resolved disputes between public/private entities and DERM regarding the interpretation of Chapter 24 of the Code of Miami-Dade County, Florida. Additionally, the Board grants variances to various provisions of Chapter 24 of the Code of Miami-Dade County, Florida.

**Section 5 Anticipated Future Accomplishments**

The Board anticipates continuing to act as an administrative mechanism to help resolve disputes between public and private entities and DERM regarding the interpretation of Chapter 24 of the Code of Miami-Dade County, Florida.



**Land Acquisition Selection Committee**  
**Dr. Michael Rosenberg, Chairman**

**Report to the  
Government Operations and Environment Committee  
of the Board of County Commissioners  
Workshop on Advisory Boards  
Monday, July 23, 2007, County Commission Chambers**

**Section 1. Board's Mission**

The mission of the Land Acquisition Selection Committee (LASC) is to advise the Board of County Commissioners on implementing the Environmentally Endangered Lands (EEL) Program in order to acquire, protect, preserve, restore, and enhance the County's environmental lands and the natural resources on those lands for the benefit of this and future generations.

**Section 2. Board's Performance Measures**

Not applicable.

**Section 3 Accomplishments for Past Twelve Months**

**South Dade Wetlands EEL Acquisition Project**

- December 4, 2006: LASC reviewed a proposal to add property to the EEL Acquisition List at a public workshop.
- March 8, 2007: LASC held a public hearing on this proposal and approved a recommendation on said proposal.
- June 5, 2007: The Board of County Commissioners approved resolution R-656-07 based on the recommendations of LASC

**MetroZoo Proposal**

- April 6, 2007: LASC continued its review of the proposal that EEL assume responsibility for managing the Rockridge pinelands on the MetroZoo property by conducting an inspection of the MetroZoo pinelands and the results of recent prescribed burns. The inspection was hosted by Carol Kruse, Assistant Director of MetroZoo.

**Land Protection Strategies**

- June 25, 2007; At this meeting, LASC heard a presentation by Assistant County Manager Roger Carlton, DERM Director Carlos Espinosa, and other DERM staff regarding the County's land protection strategies and EEL's priorities and its role in land protection. At Mr. Carlton's request, LASC is currently reviewing a draft paper on protection strategies.

**Section 4. Accomplishments Since Inception**

The EEL Program was mandated by referendum in 1990. LASC was established by ordinance in 1991. Since its inception, the LASC has prepared 21 recommendation reports for adding over 120 properties to the EEL Program's Acquisition List. LASC's recommendations have been adopted by the Board of County Commissioners by the following resolutions: R-1069-91, R-666-92, R-518-93, R-1660-93, R-1262-94, R-661-95, R-1361-95, R-660-96, R-1249-96, R-456-97, R-1277-97, R-765-98, R-1413-98, R-692-00, R-613-01, R-1341-01, R-435-03, R-406-04, R-552-04, R-50-05, and R-656-07.

In preparing each of these recommendations, LASC conducted field inspections of more than 120 proposed sites. The committee has reviewed evaluations of each proposal, which are prepared by staff, and has held public hearings on the proposals as required by Sections 24-50.11 of the Code of Miami-Dade County. In its 16 -year history, LASC has cancelled only one meeting for lack of a quorum.

### **Section 5. Anticipated Future Accomplishments**

#### **Land Acquisition and Land Management Stewardship**

LASC is established by Chapter 24-50, the ordinance which implements the voter approved At inception in 1991, LASC's primary responsibility and focus has been on recommending sites for acquisition. LASC will continue to review all proposals for adding property to the EEL Acquisition List, conducting site inspections and public hearings as needed.

However, as land has been acquired, the EEL Program's responsibilities for land management and stewardship have increased and LASC's role is evolving. In the future, LASC is likely to spend an increasing portion of its time and effort reviewing land management plans and policies. LASC's review of land management plans for the Rockridge pinelands should begin by December 2007.

#### **MetroZoo**

LASC will complete their review of the proposal that EEL assume responsibility for managing the Rockridge pinelands on the MetroZoo property, will conduct a public hearing on the proposal, and will develop its recommendation to the Board of County Commissioners.

#### **Land Protection Strategy**

LASC will continue their review of the aforementioned draft paper on land protection strategies. The Committee will conduct further meetings to develop recommendations regarding EEL's priorities and role in land protection.

### **Section 6. Additional Comments**

The Sunset Review for 2005 and 2006 show that LASC met only twice during this period. As can be seen from LASC's history of accomplishments and its activities in 2007, activities in 2005-06 are not representative of LASC's accomplishments. Part of the reason for this slowdown is that for the preceding period, LASC had undertaken an extraordinary workload. In 2003 and 2004, LASC reviewed seventeen existing park natural areas totaling of 2,950 acres which were proposed to the EEL Program for management by the Park & Recreation Department. LASC accomplished this work in addition to its regular review of four standard applications. The proposal for EEL to manage existing natural areas represented a significant policy change for the EEL Program and was thoroughly examined by LASC. During 2003 and 2004, LASC conducted four public hearings, four workshops, and field inspections of all 21 proposed sites. Historically, LASC has been an active committee and its members are dedicated to their mission.

## **Planning Advisory Board GOE Workshop Information**

### **Board's Mission**

The Planning Advisory Board (PAB) is the County's designated Local Planning Agency and it is the main advisory board to the Board of County Commissioners (BCC) on matters related to planning and annexations/incorporations. see Miami-Dade County Code Chapter 2, Article XV, Sec. 2-107

### **Board's Performance Measures**

The Planning Advisory Board (PAB) has adopted the following performance measures.

#### **1. Attendance at Board meetings**

Attendance at Board meetings is a basic indication of member participation. During the 2005-06 fiscal year, of the twelve scheduled meetings one was cancelled due to lack of quorum and two cancelled for lack of business.

#### **2. Participation by citizens in Board meetings**

The televising of Board meetings has eliminated the need for interested citizens to attend meetings to obtain basic information about Board actions. Citizens are invited to attend meetings through newspaper ads and continue to attend, indicating the Board is addressing issues of community significance.

#### **3. Board of County Commission concurrence with PAB recommendations regarding Comprehensive Development Master Plan and other actionable items**

The extent to which the Commission concurs with recommendations of the PAB is an indication of the Board's ability to effectively advise on issues directed to it. Regarding CDMP amendments, the Board has concurred with 62% of the recommendations during the 2005-06 fiscal year and they partially concurred on 30% of the recommendations. Partial agreement can come about when new information is brought [by the applicant] to a Commission hearing. Only on 8% of the applications did the Commission act against the PAB's recommendations.

### **Accomplishments for Past Twelve Months**

- ❖ Resolutions Passed Regarding Charrette Implementing Plans and Reports
  1. February 6, 2006 – Leisure City / Naranja Lakes Charrette Report
  2. March 6, 2006 – Ojus Urban Area District Regulations
  3. June 5, 2006 – Country Club Palm Springs North Charrette Report
  4. July 5, 2006 – Perrine Community Urban Center District Regulations
  5. July 5, 2006 – West Perrine Community Redevelopment Plan

❖ Land Sales

1. March 6, 2006 – Property located at 22 NE 16 Street, Homestead, FL  
The PAB recommended the sale of this property with the provision that the land be used only as a passive park.

❖ CDMP Actions

1. November 14, 2005 – April 2005 Transmittal Hearing
2. November 29, 2005 – October 2004 Final Hearing
3. March 20, 2006 – April 2005 Final Hearing
4. April 3, 2006 – October 2005 Transmittal Hearing
5. September 11, 2006 – October 2005 Final Hearing

**Accomplishments Since Inception**

Since its inception the Planning Advisory Board has served as the main advisory board to the Board of County Commissioners. The PAB is designated as the County's Local Planning Agency.

**Anticipated Future Accomplishments**

The Planning Advisory Board will continue serving as the Local Planning Agency advising the BCC on issues related to planning, annexations and incorporations.

## **UNSAFE STRUCTURES BOARD**

### **Board's Mission Statement**

***The Unsafe Structures Board ensures the safety of buildings and structures through conducting a fair and open public hearing process, where testimony is heard and evidence reviewed to make a determination that serves to safeguard the community.***

The Unsafe Structures Board was created to exercise throughout the incorporated and unincorporated areas of Miami-Dade County the powers and duties granted by Chapter 8 8-5 of the Code of Miami-Dade County regarding unsafe structures and has exclusive jurisdiction with respect to its powers, duties and functions. The 13 member Board hears appeals of decisions of Building Officials declaring structures to be unsafe where there is an immediate danger to the health and safety of the citizens, all in the manner prescribed in Chapter 8, 8-5 of the Code of Miami-Dade County.

The Unsafe Structures Board has met monthly to review the decision of Building Officials regarding the safety of structures and hear interested party appeals on these matters. The members met at least once every month. The Board has continued to fulfill its duties as defined in Chapter 8 of the Code of Miami-Dade and has performed those duties with the full participation of various municipalities and the general public. The process has been a total participatory effort in which all interested parties have been notified and have been active in the decision-making process. It is the opinion of the members of the Unsafe Structure Board that the needs of our community have been well served.

The Unsafe Structures Board has been addressing efficiently and rapidly all issued related to unsafe structures in Miami Dade. The Board agenda item are all considered and matters are addressed fully during the hearing process. The Unsafe Structures Board measures its effectiveness by the number of structures or cases reviewed and ordered repaired or demolished. The following is a condensed description of accomplishments in 2002 - 2005:

- Ordered the demolition of 82 structures and 148 properties during 2002
- Ordered the demolition of 116 and the repair of 283 properties during 2003
- Ordered the demolition of 58 structures and the repair of 331 properties during 2004

Attached are the charts with list the 2005 and 2006 accomplishments for the Unsafe Structures Board. The Unsafe Structures Board ensures the safety of buildings and structures through conducting a fair and open public hearing process, where testimony is heard and evidence reviewed to make a determination that serves to safeguard the community.

**2005 ANNUAL REPORT OF BOARD DECISIONS RENDERED  
BY THE UNSAFE STRUCTURES BOARD OF**

ACTIVITY	01/19/05	02/16/05	03/16/05	04/20/05	05/18/05	06/15/05	07/20/05	August	09/21/05	10/19/05	11/16/05	12/21/05	TOTAL
Decisions Rendered:													
DEMOLISH	8	1	3	2	7	2	7		5	0	3	0	38
REPAIR	19	17	20	11	33	29	28	<i>Recess</i>	28	7	22	4	218
DEFERRED	2	0	1	0	0	2	2		0	0	1	0	8
WITHDRAWN	3	0	3	7	4	0	3		3	1	3	4	31
Total Cases per month	32	18	27	20	44	33	40		36	8	29	8	295

**2006 ANNUAL REPORT OF BOARD DECISIONS RENDERED  
BY THE UNSAFE STRUCTURES BOARD OF**

ACTIVITY	01/18/06	02/15/06	03/15/06	04/19/06	05/17/06	06/21/06	07/19/06	August	09/20/06	10/18/06	11/15/06	12/13/06	TOTAL
Decisions Rendered:													
DEMOLISH	0	0	3	2	4	3	No Quorum		2	1	No	8	23
REPAIR	25	15	24	18	13	15	Quorum	Recess	10	2	Quorum	3	125
DEFERRED	2	0	1	1	0	2			2	1		2	11
WITHDRAWN	3	2	3	2	4	1			4	2		5	26
Total Cases per month	30	17	31	23	21	21	0		18	6		18	185



**HEALTH AND PUBLIC SAFETY  
COMMITTEE**



# **FIRE PREVENTION AND SAFETY APPEALS BOARD**

**2006**

**Presentation**

**July 23, 2007**

## **I. FIRE PREVENTION AND SAFETY APPEALS BOARD'S MISSION:**

To function as a quasi-judicial Board providing objective and balanced rulings on appeals of decisions of the Fire Marshals in Miami-Dade County and to function as required under County Code and Florida Statutes.

## **II. BOARD'S PERFORMANCE MEASURES**

The Florida Fire Prevention Code provides minimum and uniform standards with respect to fire prevention and life safety. The Board objectively interprets the application of the Code by all the Fire jurisdictions in Miami-Dade County based on these standards.

To date, no decision rendered by the Board has been reversed by the Appellate Division of the Eleventh Judicial Circuit.

## **III. ACCOMPLISHMENTS FOR PAST TWELVE MONTHS**

The Board reviewed all scheduled appeals and rendered decisions on appeals regarding:

- Requirement to enclose interior stairs to the level of exit discharge in an existing historic hotel under renovation in Miami Beach
- Requirement to provide at least one stair meeting Class A or Class B fire code requirements for width dimensions in an existing historic hotel under renovation in Miami Beach.
- Requirement to provide exit stairs free of other building support systems in an existing historic hotel under renovation in Miami Beach
- Requirement to provide 42 inch high railings for second floor exterior exit access corridors in a residential condominium conversion in Miami Beach.

## **IV. ACCOMPLISHMENTS SINCE INCEPTION**

The Board is comprised of a group of professionals from diverse backgrounds with an exceptional level of expertise who fulfill the responsibility to interpret the Florida Fire Prevention Code objectively and consistently for the entire Miami-Dade County community, including all the municipalities in the County.

## **V. ANTICIPATED FUTURE ACCOMPLISHMENTS**

The Board will continue to fulfill its mission, review all scheduled appeals and render decisions impartially, objectively, and consistently.

**FIRE PREVENTION AND SAFETY APPEALS BOARD**

**2006**

**Presentation**

**July 23, 2007**

**VI. ADDITIONAL COMMENTS**

The Board is mandated under County Code Section 14-46 and as the administrative board mandated in 553.73(8)(c) F.S.

Sole Provider - Article III, Chapter 14 of the County Code prohibits any other board or body from ruling on issues within the jurisdiction of the Fire Prevention and Safety Appeals Board.

Vacancies - There are three vacancies far in excess of thirty days:

**City or County Administrator** – District 7 - Carlos Gimenez nominator

**Fire Insurance Industry Representative** – District 10 – Sen. Javier Souto nominator

**General Contractor** – District 12 - Jose “Pepe” Diaz nominator

## Health Council of South Florida, Inc.

### Section 1 Board's Mission

Health Council of South Florida's (Council) mission is *to engage in community-based planning that improves health and promotes wellness in Miami-Dade and Monroe Counties.*

### Section 2 Board's Performance Measures

1. Accurate information on problems and solutions is available and accessible to community organizations, local government and citizen groups as they develop strategies to enhance the population's health and healthcare.
2. Community-based health systems and health interventions are derived from needs-based strategic planning.
3. Collaboration with other health care organizations in community based planning activities to enhance access to and promote awareness of the full spectrum of health services among South Florida's diverse communities.
4. Community based planning activities address the diverse geographic, cultural, age related, and gender specific characteristics of the community. Planning initiatives also promote health and wellness together with the needs of individuals with specific diseases, including persons living with HIV/AIDS.
5. The Council is the preferred partner for strategic and community based planning.
6. The Council has a strong financial position to support its strategic objectives.

### Section 3 Accomplishments for Past Twelve Months

- Release of the ground breaking **Community Health Report Card for Miami-Dade County**, to mobilize local health funders and decision makers around the leading health issues affecting Miami-Dade County residents. The Report Card displays long-term social, health, economic, and environmental trends influencing the community. Meaningful comparisons are provided to determine the relative health of the Miami-Dade community
- Administration of the statewide **AIDS Insurance Continuation Program (AICP)** that provides private health care premiums for over 1800 low income HIV positive residents statewide with 189 residing in Miami-Dade County
- Publication of **Health Profiles** for Miami-Dade County, Monroe County, Miami Beach General Obligation Bond Service Area, and South Miami-Dade
- Development of the **Pandemic Influenza Preparedness and Response Plan** in collaboration with Miami-Dade County Health Department
- Facilitation of reactivation of the **Hospital Preparedness Consortium**
- Development of a white paper, "**Preparing for a Pandemic: Are Hospitals and the Public Health Community Ready for a Major Outbreak in Miami-Dade County?**" in collaboration with the Hospital Preparedness Consortium
- Development of a strategic plan for the **Alliance for Aging's Aging Resource Center**
- Development of the Living Healthy, Living Longer **Translating Research into Action: A Guide to Health Improvement Opportunities in South Miami-Dade** based on results of the 2006 Community Health Survey conducted with over 1,000 households in Miami-Dade County
- Development of the **Community Resources Inventory for Healthy Living 2007** and **Community Resources Inventory for Healthy Living 2007** as part of the Planned Approach to Community Health project conducted in collaboration with the Miami-Dade County Health Department

- Development of the **2007 Legislative Agenda** to encourage legislative support of Council priorities
- Continued review of Board priorities at its **Annual Board Retreat** – September 14-15, 2006
- **Annual Meeting** on Patient Safety – June 21, 2007 attended by 220 healthcare professionals, community leaders and government representatives

#### **Section 4 Accomplishments Since Inception**

Over the past 39 years, under the direction of a 12-member board of directors, the Council has brought together the public/private sectors and members of Miami-Dade's diverse populations. Data generated through the Council's projects provide substantial insight and policy guidance into the variations of need across economic, racial, ethnic and geographic areas within our most vulnerable communities and populations. The Council's activities have included among others:

- Spearheading a community planning process leading to the formation of the **Miami-Dade HIV/AIDS Planning Partnership**. This consolidation of groups provided for a more efficient, streamlined and integrated process of HIV/AIDS community health planning and service delivery.
- Conducting a **study of 3,000 Emergency Room** patients in Miami-Dade and Monroe Counties that demonstrated the need for primary care services in the Middle Keys and West Miami-Dade. The community celebrated the opening of the *Families-R-Us Health Center* in the West Miami-Dade area thanks to the community collaborative and the leadership of the Area Health Education Center (AHEC).
- Working with the Miami-Dade County Health Policy Authority on the **Miami-Dade County Community Health Initiatives** culminating in zip code level analyses of demographics, health services, needs and recommendations for South, Central and North Miami-Dade.
- Developing **Medical Futility Guidelines of South Florida** for health care providers to apply when creating their own institutional policies. These guidelines represent one of only five communities throughout the nation to promulgate such groundbreaking guidelines.
- Conducting the first publicly released study of its kind on **New Arrivals Access and Utilization of Health Care and Resources**. A follow-up set of activities led to the development of the trilingual **Immigrants' Health Care Access Guide** with the Human Services Coalition for Dade County.
- Pilot testing the effective use of CD-ROM technology for HIV/AIDS physician education to promote adherence to the latest protocols and treatment practice standards through the **Health Management Initiative**.
- Expanding access to private insurance for persons living with HIV/AIDS through the **AIDS Insurance Continuation Program** and opening five new enrollment sites to increase access for women and minority populations statewide.
- Facilitating the process with the Miami-Dade County Health Department to **reestablish the Healthy Start Coalition for Miami-Dade** in collaboration with multiple partners such as the Children's Services Council, the March of Dimes, Early Childhood Initiative, the United Way and the University of Miami. Conducting a Needs Assessment for the Healthy Start Coalition of Miami-Dade
- Providing technical assistance to the **Statewide Panel on End of Life Care** which led to the passage of significant legislation on end of life care.
- Participating as a lead partner in the **Attacking Asthma Initiative** with the District XI Medicaid Program Office and Miami Children's Hospital. The evaluation showed emergency room visits decreased by 50% in the first year, 70% in the second year.

- Supporting the passage of *Florida's KidCare Program* and the successful enrollment of over 269,425 children as of July/August 2002 throughout Miami-Dade and Monroe Counties in collaboration with the **Growing Healthy Task Force**.
- Completing the landmark **Florida Health Insurance Study 2000** of the uninsured population with the Agency for Health Care Administration, the University of Florida and other local health councils across the state.
- Assisting in the launching of the **Mayor's Health Care Initiative** in 2002 which resulted in the formation of the Mayor's Healthcare Access Task Force whose mission is to "ensure that residents in Miami-Dade County have access to quality, convenient and affordable health care coverage.
- Testing the **Newest Vital Sign** tool in English and Spanish for rapid screening of patients who may be at risk for not understanding their medical instructions in the public and private primary care settings.
- Purchasing over \$288 million in care and treatment services at a cost of \$41 million over a 10 year period due to program innovation and public/private partnerships through the **AIDS Insurance Continuation Program (AICP)**
- Creating a strategic plan for the request, deployment and employment of the Strategic National Stockpile (SNS) in the event of a bioterrorism event for the **Cities Readiness Initiative (CRI)**
- Evaluating the **Liberty City Outreach Initiative**, supported by the Healthy Start Coalition of Miami-Dade and the United Way of Miami-Dade, showed increased access to care for thousands of high risk pregnant women.
- Interviewing hospital Chief Executive Officers, Emergency Department Medical Directors and key individuals for the **Emergency Department Overload Study** as well as an analysis of Ambulatory Care Sensitive (ACS) conditions
- Expanding the utilization of hospice among those Medicaid patients with a life-limiting illness to enhance the last days and weeks of their lives, while effecting cost-saving treatments which translate into expenditure reductions in the state Medicaid program through the **Hospice Medicaid Education Project, (HMEP)**
- Providing statewide, educational services and training in Westchester, Overtown and the North Miami-Dade/Ft. Lauderdale area and statewide to over 600 clergy in Florida as the lead regional coordinator through the **Clergy End of Life Enhancement Project**

#### **Section 5 Anticipated Future Accomplishments**

- Finalization of the Pandemic Influenza Preparedness and Response Plan
- Creation of additional community health report cards
- Evaluation of the March of Dimes MOMmobile services
- Continuation of the AIDS Insurance Continuation Program
- Implementation of the Hospital Preparedness Consortium's Strategic Plan 2007-2011.
- Health Profiles for targeted areas in Miami-Dade County
- Release of the South Dade Pocket Guide based on the findings of the Living Healthy, Living Longer Community Health Survey

#### **Section 6 Additional Comments**

The Health Council of South Florida is one of 11 local health planning councils established by Florida Statute 408.033.



## **Miami-Dade County Health Facilities Authority**

### **Board's Mission**

The mission of the Miami-Dade County Health Facilities Authority (the "Authority") is to assist local not-for profit health care corporations to acquire, construct, improve or refinance health care projects located in the County through the issuance of tax-exempt bonds or notes.

**Bonds issued by the Authority do not constitute a debt, liability, nor a general obligation of the Authority, the County, the State of Florida, or any political subdivision of each but are payable solely from the revenues of the Hospital.**

### **Board's Accomplishments for the past twelve months**

Over the past twelve months the Authority successfully issued \$264,000,000 Miami-Dade County Health Facilities Authority Revenue Refunding Bonds on behalf of the Miami Children's Hospital for the purpose of financing certain capital projects at Miami Children's Hospital and refunding certain outstanding indebtedness of Miami Children's Hospital.

### **Accomplishments since inception**

Since its inception in October of 1979 the Authority has issued over \$1.4 billion dollars in bonds to assist Hospital's such as Miami Children's Hospital, Baptist Hospital, South Miami Hospital, Mount Sinai Hospital and the Catholic Health and Rehabilitation Service, Inc. Project.

### **Anticipated Future Accomplishments**

There are no future accomplishments anticipated at this time. The Authority meets infrequent only on an as needed basis. However, the Authority is always ready to carry out its mission when an application is presented before it.

### **Cost FY 05-06**

There is no operating budget associated with this Authority. The Authority receives staff support from the Finance Department/Division of Bond Administration and the County Attorney's Office. During FY 05-06 approximately \$30,000 in staff support time can be attributed to the Authority.

### **Additional Comments**

The Authority is a State mandated Authority operating pursuant to the Constitution and laws of the State of Florida, including the Health Facilities Authorities Law, Chapter 154, Part III Florida Statutes and Ordinance No. 79-92.

The Authority only meets on an as needed basis.



# **BCC Healthcare Task Force**

[Established September 2005 – Sunsets September 2007]

– Mission –

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- **Develop Recommendations that are Implementable & Sustainable for Improving MDC’s Health addressing:**
  - Challenges facing the health care delivery system
  - Uninsured residents & those without a Primary Care Provider
  - Poor health statistics
  
- **19 Recommendations within 3 Overarching Focus/Priority Areas:**
  - **Coverage Expansion** – developing & instituting a cost-effective, public/private partnership to provide accessible insurance for MDC’s uninsured
  - **Community-Based Integrated Network of Medical Homes** – ensuring that MDC residents have an entry point and source for comprehensive healthcare
  - **Healthy Lifestyles** – evidence-based initiatives that promote healthy lifestyle choices

# BCC Healthcare Task Force Accomplishments

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## □ **Year I -- 10/05 -- 9/06**

- Research, Analyze & Summarize Evidence-Based Model Strategies in 3 Overarching Areas
- Task Force debate & votes
- Recommendations identified in 2 of 3 Areas
  - Multiple Strategies for achieving a community-based network of primary care medical homes
  - Guidelines for coverage expansion & establishment of *Expert Consortium for Health Insurance*

## □ **Year II -- 10/06 -- 9/07**

- Recommendations for Healthy Lifestyles
- Coverage Expansion (RFI, RFP, product design & vote)

# BCC Healthcare Task Force

## Recommendations to Date

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- **Comprehensive Medical Homes**
  - Health Access Facilitators (Navigators & CHWs)
  - School-Based Health Services (Health Connect in Our Schools)
  - Consumer Advisory Board (building an effective community voice for health change)
  - ER Triage & Diversion (primary care in medical homes)
  - Utilizing Volunteers to Expand Dental Services
  - Expanding Primary Care Capacity (GOB)
  - Chronic Disease Case Management
  - Evaluating Homeless Health Programs
  - ER Utilization Study
  - Analysis & Feasibility of Mobile Van Services Coverage
  - Medical Homes Association
  - Chronic Disease Case Management
  
- **Health Coverage Expansion – “insurance-like” program**
  - Develop and Implement limited benefit insurance plan
  
- **Healthy Lifestyles – health education & promotion**
  - School children health nutrition & fitness program
  - Cardiovascular screenings and health education for adults
  - Health and Safety curriculum for children
  - Community health report card displaying long-term social health, economic, and environmental trends influencing Miami-Dade County residents
  - Integration of healthy environment by design principles in community and economic planning
  - Worksite wellness

# BCC Healthcare Task Force Future

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- Healthcare Task Force Sunsets 9/30/07
  - Last Meeting scheduled for September 19
- Final Report presented to BCC for
  - Review & Approval of 19 Recommendations
- OCHP mandate
  - Priorities established by BCC
  - Priorities will become OCHP's responsibilities for implementation

## INDEPENDENT REVIEW PANEL

### SECOND WORKSHOP ON SUNSET REVIEW OF COUNTY BOARDS

Comments by Jorge E. Reynardus, Esq., IRP Chairperson

#### **Board's Mission**

The Independent Review Panel (IRP) provides civilian oversight of law enforcement for Miami-Dade County and addresses complaints filed by residents against any County employee or department. The IRP is mandated to perform external community fact-finding and dispute resolution.

As part of the Public Safety strategic area, the IRP functions as the County's ombudsman, with an independent professional staff skilled in conflict resolution that serves a volunteer panel of residents who conduct public hearings. The IRP provides a mechanism for residents to impact public safety, accountability, and police/community relations efforts, provides an external review of internal affairs investigations, and gives feedback that supports excellence in public service.

#### **Board's Performance Measures**

Desired Outcome	Highlights	Performance Impact
PS3-1: Professional and ethical public safety staff. Minimal occurrence of public safety corruption incidents	Continue to operate a credible public complaint review mechanism	Organize 12 public hearings to process citizens' complaints
PS4-1: Increased community awareness of information resources and involvement opportunities	Continue to increase community awareness of IRP through presentations and workshops	Conduct 50 community presentations and 40 half-day conflict resolution workshops

Historically, the IRP does not overspend its budget.

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07
<b>Operating Expenditures Summary</b>		
Salary	408	433
Fringe Benefits	103	114
Other Operating	20	40
Capital	0	1
Total Operating Expenditures	531	588

Volunteer Panel Member Positions – 9  
 Budgeted Staff Positions- 5  
 Current Panel Member Vacancies – 2

## Accomplishments for Past Twelve Months

Held eleven public hearings, attended by citizens and representatives from the Miami-Dade Police, Corrections and Animal Services Departments, to review citizen complaints and improve County services. One meeting was cancelled due to lack of quorum.

### 2006 Complaints Sample

DEPARTMENT	NUMBER
Animal Services	2
Aviation	1
Board of County Commissioners (BCC)	1
Building	6
Building Code Compliance	2
Clerk's Office, Circuit and County Court	2
Community Action Agency (CAA)	2
Consumer Services	4
Corrections and Rehabilitation (C&R)	15
Employee Relations	1
Finance	3
General Services Administration (GSA)	4
Housing Agency	17
Human Services	3
Jackson Memorial Hospital (JMH)	1
Juvenile Assessment Center JAC	1
Medical Examiner	1
Metro-Miami Action Plan (MMAP)	1
Miami-Dade Police Department (MDPD)	83
Other/County Agency	3
Other/Non-County Agency	84
Parks and Recreation (P&R)	3
Planning and Zoning	1
Public Works	8
Solid Waste	18
South Florida Employment & Training Consortium	1
Team Metro	12
Transit Agency	5
Unknown	25
Water and Sewer Department (WASD)	<u>11</u>
TOTAL	321

Staff managed the complaint processes and community outreach presentations. Staff also conducted 24 half-day dispute resolution and alternatives to violence workshops; involving County employees (including police and corrections), and community participants.

### **Accomplishments Since 1980 Inception**

A visit to the IRP website ([www.miamidade.gov/irp](http://www.miamidade.gov/irp) ) would reveal many reports that have impacted policy and practice. Specifically, our Racial Profiling and FTAA Demonstration reports merit careful reading and demonstrate the benefit of independent oversight of policing. More generally, the IRP:

- Used public input to help the county better serve the needs of the community
- Provided a mechanism to residents to impact safety, accountability and police/community relations efforts
- Helped Miami-Dade County be accountable and responsive to the public
- Provided an open and public process for review of citizens complaints
- Mediated disputes between the county and citizens
- Conducted independent inquiries
- Recommended corrective actions, disciplinary actions and revisions to policies and procedures
- Provided community education and outreach

### **Anticipated Future Accomplishments**

The IRP will continue to:

- Provide the community with a diverse Panel that is responsive to public concerns
- Fulfill its mandate to perform external community fact-finding and dispute resolution
- Provide civilian oversight of law enforcement and other county departments through transparent public hearings
- Provide training in conflict resolution
- Serve an advisory role to the Mayor's Office, Board of County Commissioners, County Manager's Office and County Departments

### **Additional Comments**

Panel members are committed community volunteers who serve, without monetary compensation, for the good of the greater community. We need professional staff to manage our proactive conflict resolution training process and our reactive complaint processes.

Our professional staff is well regarded locally, nationally and internationally. Both MDPD Director Parker and Corrections and Rehabilitation Department Director Ryan have appeared before the Panel recently and have demonstrated respect for our staff by their actions. Director Parker asked staff to provide training to members of the Dade Chief's Association and Director Ryan asked staff to consult with officials from the Vera Institute of Criminal Justice.

Miami-Dade County has very good law enforcement departments, in part, because they continue to be open to the external community input provided by our independent oversight agency. Your continued support of the IRP budget would be greatly appreciated.

# **County Advisory Board Workshop July 23, 2007**

## **Background**

The Public Health Trust was created in 1973 by the Board of County Commissioners as an independent governing body concerned with the county's most vital healthcare resource: Jackson Memorial Hospital. The Trust is comprised of concerned volunteer citizens who set policies that assure Jackson Health System is responsive to community needs. This "citizen body" provides leadership for joint planning between Jackson Health System, and the University of Miami Leonard M. Miller School of Medicine. It has fiduciary responsibilities as well as strategic and visionary planning for the health system.

## **Purpose/Mission**

The purpose(s) of the Trust includes:

- Participation in activities designed to promote the general health of the community
- Providing recommendations to the Commission for the establishment of health care delivery policies in the designated facilities of the Trust; and
- Fulfillment of the objectives set forth by the Commission in the Trust Ordinance and compliance with County-wide health care delivery policies which have been or may be established by the Commission

## **Performance Measures**

Our board utilizes dashboards and scorecards as a way of measuring our performance. We monitor our finances, quality and clinical information using these tools as well as best practices throughout the industry. The information is trended so as to allow for us to compare the present with what has taken place in the past.

## **Recent Accomplishments**

- Successful acquisition and transition at Jackson North
- Ongoing expansion of Jackson South
- Financially we closed out the year in the positive

## **Future Accomplishments**

- Enhance the infrastructure on the Main Campus
- Successful completion of the expansion at Jackson South
- Increase our local presence
- Maintain a positive financial outlook

**Cost of Operating the Board**

**January to June 2007**

Travel Accommodations  
\$2,038.50

Hotel Accommodations  
\$1,192.59

Catering Services  
\$3,490.80

Printing Services  
\$3,244.99

Extraordinary Fees  
\$15,124.68

Salary-Asst. to the Chair  
\$97,093.00

**FY 2005-2006**

Travel Accommodations  
\$2,040.80

Hotel Accommodations  
\$463.80

Catering Services  
\$4,396.34

Printing Services  
\$4,307.58

Extraordinary Fees  
\$32,736.59

Salary-Asst. to the Chair  
\$97,093.00

## **Public Health Trust Nominating Council PHTNC**

### **Section 1 Board's Mission**

The mission of the PHTNC is to slate nominations for vacancies on the Public Health Trust Board of Trustees for the approval of the Board of County Commissioners pursuant to the procedures detailed in Chapter 25A of the Code of Miami-Dade County.

### **Section 2 Board's Performance Measures**

Not applicable

### **Section 3 Accomplishments for the Past Twelve Months**

In July, 2006, the PHTNC initiated the process to slate nominees for the five vacancies occurring on the PHT Board of Trustees as of October, 2006. As of March 31, 2007 all five of the vacancies were filled.

In July 2007 the PHTNC initiated the process to slate nominees for the upcoming vacancies that will be occurring on the Public Health Trust Board of Trustees as of October 6, 2007.

### **Section 4 Accomplishments Since Inception**

As required the PHTNC has slated nominees for the vacancies on the **Public** Health Trust Board of Trustees on an annual basis.

### **Section 5 Anticipated Future Accomplishments**

It is anticipated that the PHTNC will complete the current slating process enabling the timely filling of vacant seats on the Public Health Trust Board of Trustees and will continue to slate nominations for vacancies on the Public Health Trust for the approval of the Board of County Commissioners according to the procedures in detailed in Chapter 25A of the Code of Miami-Dade County.

### **Section 6 Additional Comments**

The Chairperson of the Commission committee of jurisdiction for the Public Health Trust serves as the Chairperson of the PHTNC.



## VALUE ADJUSTMENT BOARD

### Board's Mission

The Value Adjustment Board (the "VAB") is created by Fla. Stat. § 194.015 for the purpose of conducting administrative hearings to review petitions filed by taxpayers complaining about the amount and/or legality of tax assessments rendered by the Miami-Dade County Property Appraiser. More than 45,000 petitions are filed with the VAB annually by taxpayers. Hearings are conducted by approximately 30 hearing examiners known as special magistrates, who are either professional appraisers (22) or attorneys (8).

### Board's Performance Measures

Historically, the VAB operates year round and completes all of its caseload (approximately 50,000 cases) during the annual tax cycle (i.e. commencing October of each calendar year). The VAB has always completed its caseload within each tax year, and has never extended its operations into the next succeeding tax year.

### Accomplishments for Past Twelve Months

The VAB has successfully met in October 2006 to certify the tax rolls and in June 2006 to select Special Magistrates for tax year 2006.

### Accomplishments Since Inception

See Board's Performance Measures

### Anticipated Future Accomplishments

See Board's Performance Measures

### Operating Costs

FY	Expenditures	Filing Fee Revenues
2005	\$957,313	\$510,790
2006 (YTD)	1,006,419	64,000



**RECREATION  
AND  
CULTURAL AFFAIRS  
COMMITTEE**



## **Miami-Dade Art in Public Places Trust County Advisory Board Workshop**

The meeting is scheduled for **July 23, 1:00 p.m** in the Commission Chambers. Miami-Dade Art in Public Places Trust is scheduled to present at **6:55 p.m.**

Please be prepared to give a three minute presentation on your board's mission statement and accomplishments

### **Miami-Dade Art in Public Places Trust Mission Statement:**

The Art in Public Places Trust was created in 1982 to administer the Art in Public Places program which has as its mission to acquire works of art for public places. The principal goals of the program as set forth in the Master Plan for Art in Public Places are:

- A. To enhance and preserve the artistic heritage of Miami-Dade County.
- B. To enrich the public environment for both residents and visitors to the area through incorporation of the visual arts.
- C. To enable Miami-Dade County to attain recognition as a national leader in art in public places and in cultural life.
- D. To increase public awareness to works of art, and to promote understanding and awareness of the visual arts in the public environment.
- E. To enhance the climate for artistic creativity in Miami-Dade County.
- F. To contribute to the civic pride of our community.

### **Miami-Dade Art in Public Places Trust Accomplishments over the Past 12 Months**

- Miami-Dade Art in Public Places hosted the Florida Association of Public Art Administrators for a state-wide public art conference in May 2007. The conference was attended by over 40 public art administrators and showcased the recently completed public art projects and outreach programs offered by Miami-Dade Art in Public Places.
- Miami-Dade Art in Public Places completed eight public art projects at the new Carnival Center for the Performing Arts, including the following:
  - José Bedia, *Untitled* Lobby Floors and Balcony Railings, Dolores and Sanford Ziff Ballet Opera House John S. and James L. Knight Concert Hall
  - Cundo Bermudez, *Ways of Performing*, Studio Theater, Dolores and Sanford Ziff Ballet Opera House
  - Gary Moore, *Pharaoh's Dance*, Exterior Plaza, Sanford and Dolores Ziff Ballet Opera House Plaza
  - Anna Valentina Murch, *Water Scores*, Fountain and Seating Elements, Plaza for the Arts
  - Robert Rahway Zakanitch, *Hibiscus Grand Curtain*, Dolores and Sanford Ziff Ballet Opera House; and *Green Lace Scrim*, John S. and James L. Knight Concert Hall
  - Konstantia Kontaxis and Ed Talavera, *The Culture of the Structure*, Documentary Film
- Miami-Dade Art in Public Places published a full color catalogue highlighting the public art projects at Carnival Center for Performing Arts. (Please see enclosed catalogue entitled *From Vision to Reality: Public Art at Carnival Center for the Performing Arts*)

- An exhibition entitled *From Vision to Reality: Public Art at Carnival Center for the Performing Arts* was held in the lobby of the Miami Herald during Art Basel Miami Beach 2006. Guided tours of the public art projects at the Carnival Center were held with artists on site to speak to the public about their works.
- Miami-Dade Art in Public Places participated in the 2006 Public Art International Symposium in Taipei, Taiwan and presented a lecture on Public Art Education and Training.
- Miami-Dade Art in Public Places completed the installation of the Henry Flagler Statue at the Dade County Courthouse

**Future Accomplishments:** (projected for upcoming 12 months)

- Complete three monumental public art installations located at Miami International Airport, including the following:
  - Barbara Neijna, *Foreverglades*, South Terminal Expansion, Concourse J
  - Norie Sato, *Ghost Palms*, South Terminal Expansion
  - Brad Goldberg, *Coral Eden*, South Terminal Expansion
- Complete two public art installations located at the Port of Miami, including the following:
  - Shan Shan Sheng, *Ocean Waves I and II*, Cruise Terminal D
  - Dixie Friend Gay, *Ephemeral Everglades*, Cruise Terminal E
- Miami-Dade Art in Public Places will continue to administer and manage public art projects at the following locations:
  - North Corridor Metrorail Extension Project
    - artist selection for site specific commission to take place Fall 2007
  - Miami-Dade Children's Courthouse
    - artists Carlos Alves, Mike Mandel and Roberto Juarez
  - Miami Intermodal Center/Earlington Heights Connector
    - artist Michele Oka Doner
  - Tropical America at Miami Metrozoo, Miami-Dade Park and Recreation
    - artists Carlos Betancourt and Peter Busby
  - Miami-Dade Public Library System
    - Naranja Branch Library, artist Glexis Novoa
    - Kendale Lakes Branch Library, artist William Carlson
    - Golden Glades Branch Library, artist Jean Claude Rigaud
  - Women's Park Fence, Miami-Dade Park and Recreation
    - artist Lydia Rubio

**How Miami-Dade Art in Public Places Trust serves the need of the County**

The Miami Dade Art in Public Places Trust has over the last thirty-three years acquired or commissioned over 700 works of art which are installed county-wide at transit stations, The Port of Miami, Miami International Airport, Carnival Center for the Performing Arts, fire stations, libraries, police stations, HUD facilities, parks, Metrozoo, community health centers and other public facilities which form a part of the Miami Dade family of services to the community. During this time, the department has gained national and international attention as a leader in its field.

## MIAMI-DADE COUNTY CULTURAL AFFAIRS COUNCIL

### Government Operations and Environment (G.O.E.) Committee Workshop July 23, 2007

#### Section 1: Board's Mission

Miami-Dade County's Department of Cultural Affairs, and its 15-member volunteer advisory board, the Cultural Affairs Council, develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and the more than 2 million residents and 11 million annual visitors who are their audiences.

#### Section 2: Board's Performance Measures

The attached "Business Plan at a Glance" provides the primary goals and strategies developed and implemented by the Department and the Cultural Affairs Council to advance their joint roles as the County's cultural developers. The Cultural Affairs Council guides and reviews the policies that shape and constitute the Department's Business Plan.

#### Section 3: Accomplishments during the Past Twelve Months

##### **STRENGTHENING CULTURAL ORGANIZATIONS AND ARTISTS**

- ***County Support for the Arts Increases.***

The Department's budget was increased by \$2,000,000 in FY2007 to expand its grants programs that leverage matching dollars and to help strengthen the Department's arts education and outreach programs designed to increase citizens' access to and participation in cultural activities. The Cultural Affairs Council set a goal of increasing support for cultural activities by a total of \$7.5 million over the period of FY2007 – FY2011. The FY2007 funding increase launches this multi-year investment plan that is designed to develop a great cultural life for Miami-Dade County.

- ***Investments Grow for Major Community Cultural Organizations.***

The Department's Major Cultural Institutions Grants Program grew to \$6 million in FY2007, investing critically needed support in our 23 largest cultural assets, like the Miami City Ballet, the Museum of Contemporary Art and Actors' Playhouse. The Department continues to include among the Majors two "emerging" major institutions, the Miami Symphony Orchestra and the M Ensemble Company, building the institutional capacity of these "up and coming" organizations and recognizing their impact on the cultural scene.

☑ **ESTABLISHING A NETWORK OF OUTSTANDING CULTURAL FACILITIES**

• ***Construction of the South Miami-Dade Cultural Arts Center is Underway.***

January 2007 marks the one-year milestone for the construction of the South Miami-Dade Cultural Arts Center, a 966-seat theater that the Department is developing on SW 211 Street in the Cutler Bay area. Visible progress can be seen as the steel and concrete structural work is giving shape to the cutting edge design of this first major cultural facility in the south part of the County. Construction of this project is scheduled to be completed in 2008.

• ***Work Has Begun on Cultural Facilities in the Building Better Communities Bond Program.***

The Building Better Communities (BBC) bond program includes more than \$450 million for 19 cultural facilities projects throughout the County. The Department is working to accomplish the construction of this next generation of museums, theaters and arts centers. Highlights of key accomplishments include:

- Work on phase 3 of the improvements to the Lyric Theater has begun (\$10 million of BBC funding). This project is designed to significantly expand and technologically improve the stage and back of house areas of this historic Overtown theater and enable it to host a wider variety of community and performing arts programs.
- Renowned urban design, landscape and planning firm Cooper, Robertson & Partners completed work on the master plan for Museum Park in collaboration with the City of Miami, the County, the Miami Art Museum, the Miami Museum of Science and Planetarium and the Historical Association of Southern Florida. One of the bond program's most significant projects, Museum Park will create world-class art, science and history museums and an outstanding waterfront park in Bicentennial Park. In 2006, the Miami Art Museum selected the prize-winning architectural firm Herzog & de Meuron to design its new building.
- Property has been purchased on Coral Way and initial design work has begun to create a landmark building for the Cuban Museum (\$10 million of GOB funding) to establish permanent exhibition galleries, education facilities and an historical collections archive.

☑ **CREATING MORE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN THE ARTS**

• ***"Culture Shock Miami," a Low-Price Ticket Initiative is Connecting More Students to the Arts.***

*Culture Shock Miami* offers \$5 tickets to cultural activities to high school and college students, ages 13-22, ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)). *Culture Shock Miami* is continuing to make thousands of tickets available to local students in an easy and affordable way. *Culture Shock Miami* is offering tickets donated by

more than 90 performing and exhibiting organizations at more than 100 locations across the County. The Department is promoting the program through partnerships established with the Miami-Dade County Public School System and the area's major universities and colleges, including Barry University, Florida International University, Miami-Dade College, University of Miami, and Florida Memorial University. During 2007, the Department, with the support of a major grant provided by the John S. and James L. Knight Foundation, is conducting its first-ever comprehensive market research of its target audience. The results of this research will inform and direct the development of a strategic marketing campaign to increase Culture Shock's penetration into its target market, build awareness of the program and improve its utilization by its student market. This will affect cultural audience development efforts countywide significantly. This program is made possible through Ticketmaster's generous commitment to continue to market and sell *Culture Shock Miami* tickets with no service charge.

- ***“Golden Ticket Arts Guide,” a Program Offering Free Tickets to Senior Citizens, is Expanded.***

The Department's *Golden Ticket Arts Guide*, published in English and Spanish, provides Miami-Dade County senior residents with free opportunities to attend a variety of cultural events and venues. In 2007, the 192-page guide (expanded by 50% over the prior edition) features hundreds of free events throughout the year. The *Golden Ticket* program is being offered free-of-charge to senior citizens, 62 years and older, in cooperation with the Miami-Dade County 311 Call Center, where by calling 786-331-5375 a *Golden Tickets Arts Guide* can be ordered.

- ***A \$1.5 Million Grant from The Children's Trust Creates More Arts Activities for Children.***

Following its initial grant to the Department of \$1 million in FY2006-07, The Children's Trust renewed and increased its support for FY2007-08, awarding \$1.5 million to the Miami-Dade County Department of Cultural Affairs to expand cultural arts programs for thousands of children and youth in Miami-Dade County in FY2008. This innovative partnership more than doubles the Department's current investment in arts education and outreach programs for children. Among the new opportunities that these new funds will make possible are a summer arts and science camp scholarship program for kids who otherwise would not have the opportunity to participate, and a major "All Kids Included" festival at the Miami Children's Museum, specially designed to include children of all abilities.

#### **Section 4: Accomplishments Since Inception**

The Miami-Dade County Cultural Affairs Council (founded as the Council of Arts and Sciences) was established by the Miami-Dade County Board of County Commissioners in 1976. The significant areas of the Council's accomplishments over the years, which have lent to the emergence of Miami-Dade County as a cosmopolitan, international center, include:

- **Increasing Funding for Existing and New Grants Programs:** The Department received annual increases to its budget for eight consecutive years, better than tripling the level of County investment in the community's cultural activities over that timeframe from less than \$5 million in FY1998-1999 to over \$16 million in FY2006-2007. All of these new funds are being used to strengthen the Department's existing grants programs that leverage matching dollars and help strengthen the Department's arts education and outreach programs designed to increase citizens' access to and participation in cultural activities. The Council's grants programs have evolved from one program in 1978, funding approximately 30 groups, to 19 area-specific programs in 2006, directly supporting more than 620 non-profit cultural organizations and 5,000 individual artists at various levels in their cultural and administrative development.
- **Creating "Culture Shock Miami," a Low-Price Ticket Initiative for Youth:** The Department launched **Culture Shock Miami**, its student discount tickets to the arts program, an initiative designed to provide high school and college students, ages 13-22, with \$5 tickets to cultural activities ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)). The program was established with an initial \$150,000 from the John S. and James L. knight Foundation, and was just awarded a grant of \$1,000,000 from the Knight Foundation to improve and expand its strategic marketing. The program received special Sterling Council awards in 2004, 2005 and 2006. Culture Shock Miami is offering tickets donated by more than 90 cultural groups at more than 100 locations across the County. The Department is promoting the program through partnerships established with the Miami-Dade County Public School System and the area's major universities and colleges, including Florida International University, Miami-Dade College, University of Miami, and Florida Memorial University. This program is made possible through Ticketmaster's generous commitment to continue to market and sell *Culture Shock Miami* tickets with no service charge.
- **Expanding the "Golden Ticket Arts Guide," a Program Offering Free Tickets to Senior Citizens:** With initial support from a grant secured from the National Endowment for the Arts in 2004, the Department has introduced an outreach initiative that provides low-income senior citizens in our community with free opportunities to attend a variety of cultural events and venues. The Department's *Golden Ticket Arts Guide* provides Miami-Dade County senior residents with free opportunities to attend a variety of cultural events and venues. The new, expanded edition of the *Golden Ticket Arts Guide* is being published in English and Spanish. For 2007, the new 192-page guide has been expanded by 50% and features hundreds of free events throughout the year. The *Golden Ticket* program is being offered free-of-charge to senior citizens, 62 years and older, in cooperation with the Miami-Dade County 311 Call Center, where by calling 786-331-5375 a *Golden Tickets Arts Guide* can be ordered.

- **Securing \$2.5 Million in Grants from The Children’s Trust Creates More Arts Activities for Children:** The Children’s Trust awarded a \$1,500,000 grant in FY2007-08, following an inaugural grant of \$1,000,000 in FY2006-07 to the Miami-Dade County Department of Cultural Affairs to expand cultural arts programs for thousands of children and youth in Miami-Dade County. This innovative partnership more than doubles the Department’s investment in arts education and outreach programs for children. Among the new opportunities that these new funds have made possible are a summer arts and science camp scholarship program for kids who otherwise would not have the opportunity to participate, and a major “All Kids Included” festival at the Miami Children’s Museum, specially designed to include children of all abilities.
  
- **Building the South Miami-Dade Cultural Arts Center:** January 2007 marks the one-year milestone for the construction of the South Miami-Dade Cultural Arts Center, a 966-seat theater that the Department is developing on SW 211 Street in the Cutler Bay area. Visible progress can be seen as the steel and concrete structural work is giving shape to the cutting edge design of this first major cultural facility in the south part of the County. Construction of this project is scheduled to be completed in early 2008.
  
- **Establishing a Network of Outstanding Cultural Facilities:** The Department is completing the development of **19 neighborhood cultural facilities**, as part of its comprehensive plan to develop a countywide network of neighborhood theaters. Designed to complement the new downtown performing arts center, examples of the most recent include:
  - A completely reconstructed **Hialeah High School Auditorium**, designed to serve both students and community groups, was completed in April 2005 (\$3.468 million in County funding support); and
  - The construction of the new ancillary facility for the historic **Lyric Theater** in Overtown was completed in 2005 (\$4,340,800 in County funding support).
  
- **Beginning Work on Cultural Facilities in the Building Better Communities Bond Program:** The Building Better Communities bond program includes more than \$450 million for 19 cultural facilities projects throughout the County. The Department is leading the effort to begin work on this next generation of museums, theaters and arts centers. Earlier in 2005, the master planning process began for Museum Park, one of the most significant bond program projects. Renowned urban design, landscape and planning firm Cooper, Robertson & Partners is developing the master plan for the project’s Bicentennial Park site in collaboration with the City of Miami, the County, the Miami Art Museum, the Miami Museum of Science and Planetarium and the Historical Association of Southern Florida. Architectural work on designing world-class art, science and history museums and an outstanding waterfront park is scheduled to begin next year.

- **Reaching More Toddlers and Pre-School Children with Innovative Arts Curriculum - “Start with the Arts”** - In 2005, the Department of Cultural Affairs launched *Start with the Arts*, a bilingual, arts-based learning program for pre-K literacy and school readiness, in partnership with Arts for Learning/Miami and with the support of The Children’s Trust. To date, more than 2,500 early childcare providers and teaching artists have received training in this Pre-K arts curriculum. More than 3,000 students, two to five years old, in over 160 classrooms have had the benefit of teachers and artists collaborating on this innovative pre-school learning program. In recognition of the program’s effectiveness, additional funding to expand *Start with the Arts* was secured in 2005 from The Children’s Trust, the Dade Community Foundation and Head Start.
- **Receiving a 2005 local Emmy Award for The “M-List”** - The “M-List,” two 30-minute feature television shows created and produced by the Department of Cultural Affairs, in partnership with the Greater Miami Convention and Visitors Bureau, the Tourist Development Council and OnBoard Media/Beach TV, received the local 2005 Emmy Award as the best Information Oriented Program. The shows feature a total of 17 cultural institutions throughout Miami-Dade County (*African Heritage Cultural Arts Center, ArtCenter/South Florida, Bass Museum of Art, Fairchild Tropical Garden, Frost Museum of Art at FIU & the Margulies Sculpture Park, Gold Coast Railroad Museum, Historical Museum of Southern Florida, Holocaust Memorial, Jewish Museum of Florida, Lowe Art Museum at UM, Miami Art Museum, Miami Children’s Museum, Miami Museum of Science and Space Transit Planetarium, Museum of Contemporary Art, Vizcaya Museum and Gardens, Wolfsonian-FIU*), each the subject of its own 3-5 minute segment. The programs are being aired in rotation several times daily as part of Beach TV’s regular schedule on its cable channel and multiple times each day in hotel guest rooms as part of the programming “loop” provided exclusively by Beach TV.
- **Achieving 2-to-1 Voter Approval for More than \$450 Million in Cultural Facilities Building and Improvement Projects through the Building Better Communities General Obligation Bond Program:** On November 2, 2004, voters approved the Building Better Communities bond program that included more than \$450 million for 19 cultural facilities projects throughout the County. The Department led the effort to develop a strategic assessment of cultural infrastructure needs and to educate the public about these projects through the County’s informational campaign.
- **Publishing a Calendar of Events Commemorating Haiti’s Independence:** The Department collaborated with the Greater Miami Convention & Visitors Bureau to publish and distribute more than 25,000 copies of the **Miami Haiti Bicentennial Calendar of Events**, a comprehensive guide to the array of activities occurring in Miami-Dade in 2004 to commemorate the anniversary of 200 years of Haitian independence. An accompanying web site, [www.miamihaitibicentennial2004.com](http://www.miamihaitibicentennial2004.com), was launched for ongoing events listing updates.

- **Obtaining \$1,500,000 in Recommended State Grants for the South Miami-Dade Cultural Center:** The new South Miami-Dade Cultural Center, a 1000-seat theater in Cutler Ridge adjacent to the South Miami-Dade Government Center being designed by ARQ/Arquitectonica, is preparing to issue a construction contract and break ground. The Department of Cultural Affairs received \$500,000 in State cultural facilities funding in FY2002, and was twice since recommended for additional \$500,000 grants by the Florida Arts Council in November 2002 and November 2004, respectively.
- **Securing a Major Grant from the Knight Foundation for “Readiness” and Stabilization Work for the new Performing Arts Center and its Resident Companies:** In 2001, the Department of Cultural Affairs secured a \$1.5 million grant from the John S. and James L. Knight Foundation to help prepare for the opening of the Performing Arts Center. A portion of these funds are being used to conduct the first-ever, community-wide market research on community interest in the performing arts to determine how best to attract citizens and visitors of all backgrounds and means to the new Center. In addition, this support will help develop strategies to ensure that the Center’s resident companies are financially stable and that the Center operates at its optimum financial and programmatic levels.
- **Completing Renovations on Some and Advancing Work on Other Neighborhood Cultural Facilities:** Major progress was made in 2001 and 2002 on improvements to existing cultural facilities countywide. This work is being funded through the County’s \$57.9 million commitment to developing a network of convenient and affordable neighborhood cultural facilities. In October 2002, Gusman Center for the Performing Arts re-opened, showcasing the complete restoration of its historic theater. In 2002, renovations were completed for the Goodlet Auditorium in Hialeah, the Manuel Artime Performing Arts Center in Little Havana, and the Shores Performing Arts Theater in Miami Shores. In addition, the historic Lyric Theater in Overtown re-opened a full restoration of its interior spaces.
- **Planning and Advancing Protective Work for the Miami Circle:** The Planning Group appointed by Florida’s Secretary of State continued meeting in 2002 to develop a long-range management plan for the Miami\_Circle property, the site of the most important archaeological “find” on the east coast of the United States. The Department of Cultural Affairs took the lead in assembling a pro bono design team of architects, landscapers and builders and, working with the State’s Division of Historical Resources, is designing a pedestrian walkway and a protective covering to provide public access to the site and protect the Miami Circle from the elements.
- **Growing Cultural Districts:** With grant and staff support from the Department of Cultural Affairs, new cultural districts grew dramatically in Little Havana (highlighted by the monthly “*Viernes Culturales*” events on Calle Ocho), in Homestead (with the establishment of Art South, a colony of individual artists with studios in the old Baptist Church complex in downtown Homestead), and in Bird Road (in a artist-

populated warehouse area south of Bird Road and east of the Palmetto Expressway). These pioneering arts districts are attracting new visitors and businesses to under-served areas of Miami-Dade, serving as effective catalysts for the economic and social revitalization of their surrounding neighborhoods.

- **Developing and Deploying an Action Plan for Community and Cultural Recovery:** In the aftermath of the September 11<sup>th</sup> terrorists' attacks on America, the Department quickly began a comprehensive initiative to help re-energize the community. This included: collaboration with the Greater Miami Convention & Visitors Bureau on creating a 2-for-1 cultural tickets component of the "What Makes You Happy" marketing campaign; discount advertising opportunities for cultural organizations in major print media (2-for-1 ads); and a "VIP Tickets to the Arts" campaign in partnership with the Bureau, the Greater Miami Chamber of Commerce and the Beacon Council to encourage business leaders to purchase "the best seats in the house" to cultural events as holiday gifts.
- **Establishing a Department of Cultural Affairs:** Effective October 1, 1999, the agency was reconfigured into a three-division Department of Cultural Affairs. This strategically improved structure enables the Council to maximize programming and capital investments, enhance its comprehensive planning, coordinate decision-making and efficiently utilize limited resources. The three divisions correspond to the Department's key programmatic and service areas: Cultural Grants and Services; Cultural Facilities Improvement and Management; and Education and Outreach. The Council has initiated a major reorganization and expansion of its grants programs.
- **Raising Federal Funds for New Initiatives:** In 1999, the Cultural Affairs Council was awarded the largest grant of any local arts agency from the National Endowment for the Arts' (NEA) Education and Access program to help establish its innovative Cultural Access Network program, initiating cross-cultural programs in 11 of the network of neighborhood cultural facilities being improved by the Council. In the last 14 years, the Council has secured more than \$1.5 million in federal funds from a series of NEA grants to address the most pressing needs as identified through the Council's public planning process: grassroots arts development, regional cultural collaborations, neighborhood facilities improvements, individual artists fellowships and exhibitions, organizational advancement for mid-sized performing arts groups, creative development support for new works and cultivation of new audiences for the arts.
- **Integrating Cultural Needs Firmly into the Broader Civic Agenda:** In January 1998, at the first-ever Mayor's Economic Summit, attended by national, state and local business and civic leaders, culture was included as one of the 10 industries fundamental to community economic development. Miami-Dade County Mayor Alex Penelas assigned the Council to develop and lead the Summit component on culture. The Culture Workshop's recommendations were embraced as part of the Summit's resulting unified platform, which now constitutes the action plan for the County's economic development.

- **Advancing the Campaign for New Revenues:** The Council coordinated two professionally-led focus groups and conducted bilingual public polling in March 1998 to assess community attitudes on a new dedicated revenue source for the arts. The polling results from these representative groups of voters documented strong community support for culture, e.g.,: a high level of satisfaction exists in the community with the quality of arts and cultural activities in Miami-Dade County (better than two-thirds of voters rated the quality of the arts locally as either excellent or good); and 68% of the voters indicated they had attended at least one arts/cultural event in 1998. These results were consistent across ethnic, age, gender and educational lines.
- **Completing a Nationwide Revenue Study to Establish New Dedicated Revenues:** In 1997, the Council initiated a comprehensive national revenue survey, conducted by a major, international accounting firm. The survey identified 20 potential sources of revenue capable of generating at least \$7 million in new, dedicated revenues needed to expand existing and create new cultural grants programs.
- **Initiating Innovative, Tourism-Related Program Growth:** In 1997, the Council was a catalyst for the creation of the Greater Miami Convention and Visitors Bureau's executive level position of Cultural Tourism Director, developing the job description and serving on the candidate selection panel. Additionally, the 1995 reorganization of Miami-Dade County government resulted in new responsibilities for the Council: managing the State-mandated Tourist Development Council (TDC) and its then \$800,000+ annual grants program (marking the first time in Florida that a local arts agency has been entrusted with the administrative responsibilities for a TDC); and administering the Visitor Industry Voluntary Educational Service Training Trust (VESTT) program, a partnership between local governments and the hospitality industry, for quality service and behavioral training specifically designed for local visitor industry personnel.
- **Taking the First Steps to Establish New Dedicated Revenues:** In 1996, the Council secured \$2.75 million in new dedicated convention development tax funds to sustain its Capital Grants Program for the next seven years and earmarked an additional \$1 million per year from this tax source (a total of \$32 million from 2003 until 2035) for the support of other cultural programs.
- **Leading Hurricane Andrew Cultural Recovery Efforts:** In the devastating aftermath of Hurricane Andrew, the Council secured \$8 million in 1992-93 from the State Hurricane Andrew Recovery and Rebuilding Trust Fund, the Knight and MacArthur Foundations, the National Endowment for the Arts and a nation-wide contributions campaign. The Council implemented a comprehensive technical assistance and funding program for the physical and financial recovery of Miami-Dade's cultural organizations and individual artists.

- **Building Cultural Coalitions and Service Organizations:** To help address broad needs surfaced through its action planning process, the Council has served as a catalyst in creating and supporting numerous service organizations and coalitions of arts groups, including the: Children's Cultural Coalition, Diaspora Arts Coalition, Greater Miami Festivals and Events Association, Dade Cultural Alliance, Theater League of South Florida, Alliance for Media Arts, Haitian Artists Network/Sosyete Koukouy, South Florida Cultural Consortium, Filmmakers' Workshop and Arts Help en Español /Arts Help an Kreyol.
- **Sustaining an Interactive Cultural Planning Process:** The Council conducts a model, dynamic, annual community planning process, distinguished by the television broadcast and print distribution of the Chair's annual State of the Arts Address; the publishing of annual planning brochures with updated goals and objectives; and the coordination of televised, board-led community meetings for public input on Council policies and programs.
- **Serving as a Catalyst for Performing Arts Facilities:** Over two decades, the Council led the planning and implementation of cultural facilities projects, including the County's largest public-private sector partnership - a new, Cesar Pelli-designed performing arts center complex (a 2,200 seat concert hall, a 2,480 seat ballet/opera house, a 250 seat studio theater and a public plaza) and securing \$255 million in dedicated funds for its construction); establishing a \$21 million operating endowment; investing \$8 million simultaneously to improve a complementary network of 10 existing performance venues; and committing \$70 million for new and/or improved state-of-the-art facilities in critically under-served areas of the county.
- **Improving the Cultural Facilities Infrastructure:** The Council coordinated the investment of \$125 million in public funds from 1986-2000 for new and improved neighborhood cultural facilities (beginning with the Philip Johnson-designed downtown Cultural Center's museums/library complex in 1986 and continuing with the Department's Capital Development Grants Program for improving more than 40 neighborhood facilities since 1988).
- **Developing New Cultural Groups and Increasing the Economic Impact of the Arts:** Grant and technical assistance programs established by the Council have helped to develop the number of Miami-Dade's non-profit cultural groups from 110 in 1983 to more than 1,100 in 2005, representing a wide diversity of cultural expressions, heritages and traditions. Cultural Affairs Council studies documented the expanding economic impact of the arts, growing from \$41 million in 1981, to \$156 million in 1989, to \$329 million in 1995, to more than \$538 million in 2000.
- **Securing Miami-Dade County's First Dedicated Cultural Funding Source:** The Council led a successful referendum drive in 1978 to pass a tourist development tax as a dedicated revenue source for culture; since then, more than \$40 million of these public funds have been invested by the Council in cultural development.

## **Section 5: Anticipated Future Accomplishments**

- ☑ Increasing public investment in the County's growing and quality cultural assets
- ☑ Completing the South Miami-Dade Cultural Arts Center, and establishing and activating the first-ever Major cultural facility and community cultural asset serving the South Miami-Dade region
- ☑ Creating two world-class museums, a new Miami Art Museum and a new Miami Science Museum which also houses a satellite gallery for the Historical Museum of Southern Florida, in an active Museum Park, establishing a dynamic cultural corridor in the heart of downtown Miami
- ☑ Increasing opportunities and access for audiences of all ages, means, backgrounds to participate in cultural experiences

## **Section 6: Additional Comments**

The Cultural Affairs Council is comprised of the community's most actively involved, knowledgeable and informed business, civic and community leaders. As cultural policy advisors to the Board of County Commissioners, its members are uniquely suited to provide expert, balanced and broad perspective to the County on issues that guide its cultural development. The current members of the Cultural Affairs Council are:

Jorge Pérez, Chairman  
CEO and Chairman, Related Group

Alejandro J. Aguirre  
Deputy Editor & Publisher  
Diario Las Americas

Robert J. Jensen  
(Ret.) Vice President  
First National Bank of Homestead

Steven J. Alexander  
Town Manager, Cutler Bay

Janá Sigars-Malina, Esq.  
Sandler Travis & Rosenberg, P.A.

Pierre R. "Pépé" Bayard  
Bayard Communications

Rosa Sugrañes  
Chairman of the Board  
Iberia Tiles Corporation

Xavier Cortada  
Artist

Dr. Ofelia Tabares-Fernández  
Cuban Museum, Inc.

Hector D. Fortun  
President & CEO, Hub international

Monty Trainer  
President, Coconut Grove Arts Festival

Adolfo Henriques  
President and CEO  
Florida East Coast Industries, Inc.

Dwayne A. Wynn, President  
Afro-Caribbean Trading Initiatives, Inc.

Alexandria Holloway, Ph.D., Dean  
The Honors College  
Miami-Dade College

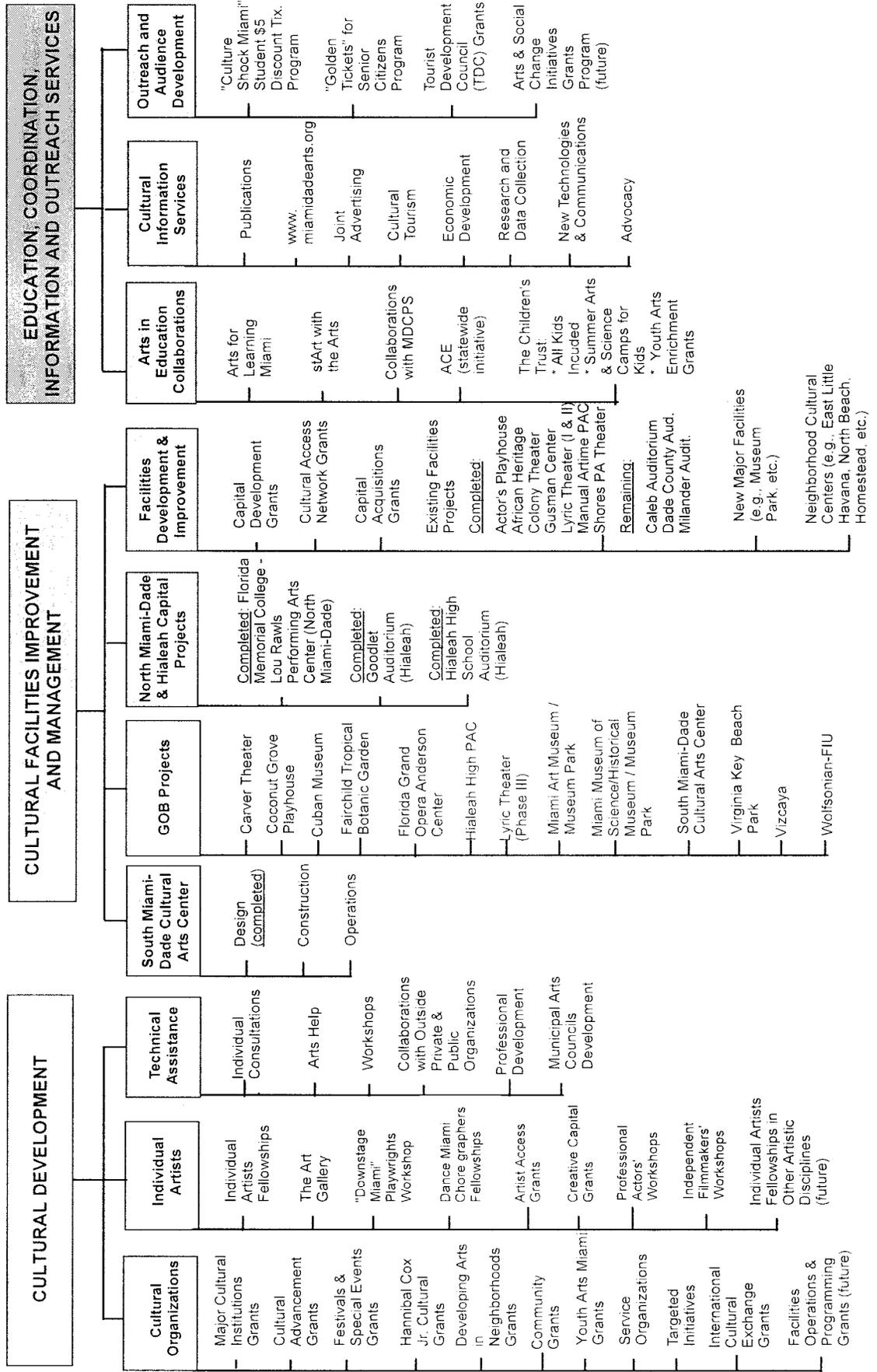
Martin Zilber, Esq.

# MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS BUSINESS PLAN AT A GLANCE

**MORE FUNDING**

**BETTER FACILITIES**

**INCREASED PARTICIPATION**



# **Kendale Lakes STD Advisory Board**

## **Section 1: Mission Statement**

The purpose of this advisory board is to assist the Board of County Commissioners and the County Administration with respect to matters pertaining to the Kendale Lakes Landscaping Maintenance Taxing District. In that regard the advisory board shall formulate and recommend plans and programs for the Special Tax District that are only within the scope of authority of the Special Taxing District.

## **Section 2: Performance Measures**

- The advisory Board shall hold regular meetings, no less than six times per year.
- The members of the Advisory Board shall elect a chairperson and vice person, who shall serve at the will of the Advisory Board. Four members of the Advisory Board shall constitute a quorum necessary to hold a meeting and take any action. A majority vote of the quorum of the Advisory Board shall be necessary to take any action. Members shall serve without compensation.
- To serve in an advisory capacity to the Board of County Commissioners, and the County administration, in respect to matters pertaining to the Special Taxing District.
- To formulate and recommend plans and programs for the Special Tax District.
- To annually report to the Board of County Commissioners as to its recommendations.
- To perform such other duties as may from time to time be assigned to it by resolution of the Board of County Commissioners.

## **Section 3: Accomplishments for Past Twelve Months**

- The level of service within the Kendale Lakes Special Tax Districts has been maintained at a higher level.
- New landscape areas had been developed for area beautification.

## **Section 4: Accomplishments since Inception**

- Since the inception of K. L. Advisory Board in Sept 11, 2001, all Kendale Lakes STD employees have become full –time employees
- We acquired a 26 acres park located at 80 St and 154 Avenue.
- A ¾ ton 4x2 crew cab was purchased to better serve the community.

**Section 5: Anticipated Future Accomplishments**

- We will continue to strive and accomplish that of a better-looking community.
- Add new Park Attendant positions to the maintenance crew.

**Section 6: Additional Comments: NA**

# Zoo Oversight Board (ZOB)

July 17, 2007

## Government Operations and Environment Committee (GOE) Workshop Information

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### **Section 1      Board's Mission**

Miami Metrozoo Oversight Board guides operations, development, and policy issues. The Board is responsible for establishing long and short terms strategic and program plans for Metrozoo, including the establishment of goals and objectives guiding all activities and for overseeing the preparation of a consolidated Society & County budget for Metrozoo for adoption by the Society Board and Board of County Commission.

### **Section 2      Board's Performance Measures**

None have been developed formally, however the working relationship between the County and ZSF, which has been the main point in the established of the Zoo Oversight Board is enjoying a dramatic turn around and the parties are performing well together.

### **Section 3      Accomplishments for Past Twelve Months**

Approved the Marketing Plan, Joint Budget and Education Programming Plan. Helped with a successful campaign for the Entertainment District referendum and the GOB bringing \$87 million to the Zoo

### **Section 4      Accomplishments Since Inception**

Opening of the Aviary and Doctor's Wilde's World, approval of a new Master Plan. Ground breaking and 1<sup>st</sup> phase of construction for Amazon and Beyond.

### **Section 5      Anticipated Future Accomplishments**

Playground Replacement  
Walkways, Landscape and Transportation Enhancements  
Entrance Enhancements  
Children's Zoo Enhancements  
Animal Science Staff Modular  
Amazon & Beyond Exhibits  
Florida Exhibit  
Lakes and Australia Exhibit

### **Section 6      Additional Comments**



## **Park and Recreation Citizens Advisory Committee**

### **Mission**

The Park and Recreation Citizens Advisory Committee is established for the purpose of providing the Board of County Commissioners and the Park and Recreation Department with recommendations to assist the County in its ongoing efforts to improve and promote its park facilities and programs (Ordinance No. 94-115, P1, 6-9-94).

### **Goals**

1. Review the progress of Capital Improvement and Programming Projects on a quarterly basis and provide input to the Park and Recreation Department and District Commissioner.
2. Evaluate, enhance, and support The Friends of Miami-Dade Parks programs.
3. Ensure through the annual budget process that adequate funding is provided to the department to maintain and improve family, recreation, programming, and cultural arts experiences.
4. Identify and promote new opportunities for partnerships with public and private entities that provide recreation, sports, and cultural arts programs for the youth of our community.
5. Strive for easily and safely accessible playing fields and facilities for youth programs through acquisition, adaptive use, and interlocal agreements.
6. Encourage the development of additional recreational cultural programs for senior citizens throughout the community.

### **Performance Measures**

The Board periodically sends letters to the Mayor and the BCC supporting the Parks Department in its efforts to obtain more funding to develop new programs and enhance the existing ones for the youth, the senior citizens and the community at large. As an example of these efforts, the members gave all their support to the GOB proposal, explaining at community meetings the scope of this effort that would bring solution to some of the parks' needs.

In addition to the above, the Board helps the Grants Section of the Department by supporting their applications to request grant monies for improvements to Parks' sites.

The Board effectiveness has improved measurably by making very clear to the members that the continued enforcement of the attendance requirements established by Ordinance 97-195 were to be taken very seriously and by removing some of the members who were not attending the required Board meetings. After this continued implementation of the Ordinance, the attendance to the monthly meetings has improved considerably.

### **Accomplishments for Past Twelve Months**

From July, 2006 to June, 2007 the Board achieved a quorum for 9 of the 9 meetings held, or 100%. The Board members continued to be Parks' advocates at the budget hearings, asking for increased funding for programming at the parks. They voted on resolutions about different matters pertaining to parks, supported grant applications, etc. They have continued, especially the Chairperson, to call the Commissioners who have vacancies, asking them to appoint new members.

### **Accomplishments since Inception**

The Board has been, since its inception, an effective liaison between the Parks Department and the County Commissioners and to both they have continued to bring the needs and expectations of the community. As an Advisory Board they give the Parks Department and the Commissioners their best advice on what the community expects and hopes for.

### **Anticipated Future Accomplishments**

The Board Members have agreed to be more proactive in that they will start visiting the parks in their Commission Districts and in this way be able to interact with each park manager as well as with the constituents, in order to get a better feel of what the needs are for each particular park and of what the community really wants for the parks they visit and in which their children play.

### **Additional Comments**

The members plan to continue their tours (the whole Board) to specific park sites and special events to familiarize themselves with all the various venues and programs the Park and Recreation Department offers to the community at large and to the visitors that come to Miami-Dade County from the rest of the country and from abroad.

Their intention is to continue to make recommendations to the Parks Department in its ongoing efforts to promote its park facilities and programs.

## **Report for Government Operations and Environment Committee Workshop**

### **Mission:**

The Performing Arts Center Trust is responsible for managing Carnival Center for the Performing Arts. As the focal point of performing arts activity in South Florida, Carnival Center serves as the showcase for the finest in established and developing cultural programs. The Center is also the foundation on which resident organizations build their programs and extend their reach. The Center provides first-class accessible facilities for smaller, emerging organizations as well. As an educational resource, the Center will broaden the horizons of children and enhance the quality of life in the community by offering a full range of cultural and learning experiences.

### **Board Performance Measures:**

An annual business plan and budget is developed by staff and approved by the Board of Directors. The objective is to achieve a balanced or surplus outcome. During the year, the President and CEO provides the Board with regular financial reports. If objectives cannot be achieved in an individual year, strategic planning for future years includes measures to restore balance.

### **Accomplishments for Past Twelve Months:**

- Grand Opening of a world-class performing arts center in a four-day series of events that attracted national and international media attention and a multitude of people from all walks of life, including government officials and celebrities.
- Developed and implemented a comprehensive business plan for all departments of the Center
- Re-organized Board committee structure and established new committees.
- Provided 36,000 free or discounted tickets to the community
- Presented outreach programs that reached more than 10,000 kids and adults
- During the first season more than 300,000 people attended performances held at the Center
- *Carnival Center Presents* presented 224 performances which included 12 world premiers.
- Established ad hoc task force system to pursue specific projects such as parking, facility operations, Broadway contract, restaurant service and box office management.

**Accomplishments Since Inception:**

- Managed architectural selection process
- Monitored construction process
- Established operating policies for Corporation and resident companies
- Participated in the national network of performing arts centers
- Conducted extensive study with MIT university to bring digital media and potential earned income revenues to Carnival Center
- Acquired and completed \$2.5 million Knight Foundation grant for development of Resident Companies.

**Anticipated Future Accomplishments:**

- Increase ticket sales of *Carnival Center Presents* performances
- Increase the number of rentals for performance spaces
- Work with the Center's Foundation to increase next fiscal year's private sector contribution to \$3.5 million.
- Increase the number of international world-class arts events
- Raise Miami-Dade's international profile
- Increase fundraising

# Memorandum



**Date:** July 17, 2007  
**To:** Marla Warner  
Office of Strategic Business Management  
**From:** Raymond Santiago   
Director of Libraries  
**Subject:** G.O.E. Workshop / Miami-Dade Library Advisory Board

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- Section 1 Board's Mission**  
The Mission of the Library Advisory Board of the Miami-Dade Public Library System is to furnish information, advice and counsel to the Mayor and Board of County Commissioners of Miami-Dade County with respect to the appropriate means and methods by which adequate public library facilities and services may be provided on a sound financial basis for the use and benefit of all residents within the Library System's taxing district.
- Section 2 Board's Performance Measures**  
Percentage of Customers surveyed that stated the Library System met or exceeded expectations.  
  
Number of Library Construction Projects Underway
- Section 3 Accomplishments for Past Twelve Months**  
Board members lobbied the Miami-Dade delegation for increased State Aid to libraries. For FY06-2007, the library system received \$2,389,473 million in State aid.
- Section 4 Accomplishments Since Inception**  
The board has helped lobby for increased State aid; passage of the 1998 Book Trust, a ½ mill tax levied over two years; and helped expand Miami-Dade Public Libraries to its current 43-branch system. Board representatives have participated in the annual Library budget hearing.
- Section 5 Anticipated Future Accomplishments**  
Ensure that Library Services reflect the educational, informational and recreational needs of the community.  
  
Continue to support expansion of Library services to areas underserved in Miami-Dade County.
- Section 6 Additional Comments**  
None



## GOE Committee Meeting Presentation

### **RONALD REAGAN EQUESTRIAN CENTER ADVISORY BOARD**

#### **BOARD'S MISSION:**

Board members serve as a sounding board for the Park and Recreation Department regarding the development of the equestrian center as they view it from the perspective of their representative groups

#### **BOARD'S PERFORMANCE MEASURES:**

This Board has not yet established performance measures

#### **ACCOMPLISHMENTS FOR PAST TWELVE MONTHS:**

Board has kept current with the development of the equestrian center with regard to available GOB funding. Board has made recommendations for priority of elements that they feel are in the best interest of the facility's development.

#### **ACCOMPLISHMENTS SINCE INCEPTION:**

See Above

#### **ANTICIPATED FUTURE ACCOMPLISHMENTS:**

- Develop ways to promote expanded equestrian center use to enhance potential
- Assist with development of equestrian and riding programs at Tropical Park



# Memorandum



**Date:** July 16, 2007

**To:** Marla Warner  
Office of Strategic Business Management

**From:** Vernita G. Chandler, Director  
Office of Safe Neighborhood Parks

**Subject:** County Advisory Board Workshop Data

A handwritten signature in black ink, appearing to read "V. Chandler", with a long horizontal line extending to the right.

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As requested, following is information regarding the Safe Neighborhood Parks Citizens' Oversight Committee (SNPCOC):

## **Section 1 Mission**

The SNPCOC shall oversee deposit and disbursement of Bond proceeds; issue solicitations for grants to evaluate, rank and recommend awards; oversee the grant management process; appropriately conduct meetings and discharge responsibilities; and perform such other functions as set forth in the SNP Ordinance No. 96-115.

## **Section 2 Performance Measures**

The SNPCOC has established a Monitoring, Auditing and Administrative Rules (MAAR) sub-committee to oversee the expeditious distribution of funds. The SNP Administrative Rules require Grantees to submit semi-annual reports detailing the status of each awarded project. Status reports covering all projects are prepared annually for review by the SNPCOC and Board of County Commissioners (BCC). In addition, an annual independent audit of all Bond proceeds is conducted.

## **Section 3 Accomplishments During the Past Twelve Months**

The SNPCOC has revised the SNP Administrative Rules; scheduled sub-committee and full Oversight Committee meetings, reviewing and granting scope/budget changes and contract extensions involving various municipal park improvement projects; and issued a 10<sup>th</sup> anniversary calendar for the year 2007.

## **Section 4 Accomplishments Since Inception**

During its 10 years of existence, the SNPCOC has awarded \$200 million in SNP bond funds approved by the voters of Miami-Dade County, plus an additional \$14 million in interest and recaptured funds, providing for more than 450 individual improvements to parks, beaches and natural areas throughout the community.

## **Section 5 Anticipated Future Accomplishments**

The SNPCOC will be forwarding an additional \$2 million of award recommendations to the BCC for final approval this fall. We anticipate most projects will be complete by December 31, 2008.

**Section 6 Additional Comments**

The cost to operate the SNPCOC is \$112,000.

Should you need further information, please contact me at 305-971-5055.

VGC:rmb

c: Alex Munoz, Assistant County Manager  
Ana Bustamante, Assistant to the County Manager

Vizcaya Museum and Gardens Trust  
Advisory Board Workshop  
July 23, 2007

**Section 1 Mission Statement of the Vizcaya Museum and Gardens Trust**

Vizcaya Museum and Gardens is a National Historic Landmark that preserves the Miami estate of agricultural industrialist James Deering to engage our community and its visitors in learning through the arts, history and the environment.

The Trust was formed after the American Association of Museum's expressed concern about Vizcaya's governance during its periodic review of the museum's accreditation. Following the formation of the Trust, reaccreditation was granted by the American Association of Museums.

**Section 2 Board's Performance Measures**

The Vizcaya Museum and Gardens Trust measures the organization's effectiveness through evaluation of the Executive Director relative to the museum's business plan and the performance measures stated therein. Additional Trust-specific performance measures have not been adopted. The performance of individual Trust members is measured by their attendance at meetings, and those few with poor attendance records have voluntarily resigned upon reminder of the Trust's attendance requirements.

**Section 3 Accomplishments for the Past Twelve Months**

- Approved a 3-year contract extension with the Volunteer Guides and a 1-year extension with The Vizcayans.
- Approved amendments to The Vizcayans bylaws improving their structure and fundraising capacity, and approved rewrite of the Guides' bylaws so that their work better supports the museum's educational mission.
- Facilitated publication of a new book on Vizcaya by the University of Pennsylvania Press, presented this book to the Board of County Commissioners, and held talks with the authors.
- Through the Advancement Division of the museum applied for and received grant awards from the Cultural Affairs Department, the State of Florida Division of Cultural Affairs and corporate and private foundations.
- Through Advancement Division of the museum approved applications for significant funding through FEMA and the Federal Save America's Treasures program to provide matching dollars for General Obligation Bond projects.
- Through Collections and Curatorial Division ratified comprehensive collections management and care policies.

Vizcaya Museum and Gardens Trust  
Advisory Board Workshop  
July 23, 2007

- Facilitated staff efforts to repair nearly all damage caused by Hurricanes Wilma and Katrina in 2005.
- Heightened marketing of the museum and its new programs, particularly to local audiences, increasing visitation and earned income.
- Through the Learning Division introduced an increased number of programs with a focus on repeat local audiences.
- With all staff welcomed over 13,000 visitors to our three Free Sundays each of which had a Vizcaya-related theme and entertainment for visitors of all ages.
- Met full year's meeting requirements by mid-year, with quorum at all meetings.

**Section 4 Accomplishments Since Inception**

- Fulfilled requirements set forth in Ordinance 98-112 for the assumption of expanded responsibility to govern Vizcaya.
- With staff obtained subsequent reaccreditation from the American Association of Museums.
- Conducted national search to hire Executive Director with museum and historic preservation experience.
- Supported restructuring and growth of the museum to ensure appropriate professional staffing for care of collections and educational outreach.
- With staff created a revised mission statement for the museum and sought and received approval of the statement by the Board of County Commissioners; also developed vision statement and institutional core values.
- Participated in formulating and approved the development concepts of the Master Plan and sought and received approval of the short-term development plans by the Board of County Commissioners; accepted Phase 3 report from the Master Planning firm.
- Renovated the historic Village Garage, Blacksmith's Shop and Mechanics Shop and began using the renovated buildings for public programming.
- Completed construction contract for the replacement of Vizcaya's inadequate water main.
- Fully supported the Building Better Communities bond program and helped increase awareness of and commitment to the program by our support organizations, the cultural community and the public.
- With staff, have initiated GOB projects for rehabilitation of the East and West Gate Lodges, the Café and Shop, and for structural repairs throughout the facility.

Vizcaya Museum and Gardens Trust  
Advisory Board Workshop  
July 23, 2007

- Through RFP 495 contracted with new Café and Shop operator for a 5-year term.
- Through the Finance & Administration and Collections and Curatorial Affairs divisions re-opened Vizcaya in a few short days following the devastating hurricanes of 2005; completed nearly all hurricane repairs in less than one year.

**Section 5 Anticipated Future Accomplishments**

- Undertake full rehabilitation of the property through General Obligation Bond, including near-term completion of property survey for the entire estate, restoration of the East and West Gate Lodges, and renovation of the Vizcaya Café and Gift shop and other basement areas.
- Develop plans for replanting and improvements in the historic gardens, including statuary and fountain restoration.
- Finalize interpretive plan for the property and implement new tours, new programs, and new interpretive resources such as audio tours.
- Improve collections storage and research, including National Endowment for the Humanities-funded provenance research on selected collections items.
- Work with The Vizcayans to facilitate private fundraising initiatives, including matching funds for GOB capital projects; establish donor recognition policy.

**Section 6 Additional Comments**

- The Vizcaya Museum and Gardens Trust has been able to effectively conduct its business by continuously meeting quorum requirements.
- Since its formation, Vizcaya Museum and Gardens has made significant strides in improving the care and presentation of the facility to Miami-Dade residents and visitors.



**TRANSIT  
COMMITTEE**



## Bicycle/Pedestrian Advisory Committee (BPAC)

Board's Mission: "to provide information to and assist the MPO Staff with development of an acceptable comprehensive community bicycle transportation plan, which will be appended to the Transportation Plan; and to advise the MPO on matters relating to bicycle transportation."

Board's Performance Measures: 11 meetings per year

### Accomplishments for Past Twelve Months:

- Review of Public Works and FDOT projects (including Flagler/SW 1 St PD&E, SW 27 Ave reconstruction, Krome Ave widening, Miami Intermodal Center, South Miami-Dade Busway, M-Path Master Plan, pedestrian bridges at University and South Miami Metrorail stations,
- Co-hosted the MPO's Interactive Transportation Improvement Program (televised) meeting
- Supported participation in the Safe Routes to School program and "Walk to School Day" events
- Worked with Miami-Dade Public Works on the public information for the Rickenbacker Causeway reconstruction
- Participated in Comm. Gimenez's Bicycle Safety Town Hall meeting
- Supported increased maintenance for bike facilities
- Monthly oral report made to MPO Governing Board

### Accomplishments Since Inception (1985):

- Supported development of the South Dade and North Dade Greenway Network Master Plans
- Hosted public workshops for the development of the non-motorized sections of 2025 and 2030 Long Range Transportation Plans
- Worked with MDT to revise Bike & Ride program and allow greater access to bikes on transit
- Helped prioritize improvements to the Rickenbacker Causeway

### Anticipated Future Accomplishments

- Continued review of planning and design projects

### Additional Comments

- Meeting minutes are available on the MPO website ([www.miamidade.gov/mpo](http://www.miamidade.gov/mpo))



## CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE

### Section 1 Board's Mission

The Citizens' Transportation Advisory Committee (CTAC) was created in 1983 under the Authority of Chapter 163 of the Florida Statutes to advise the Metropolitan Planning Organization (MPO) Governing Board on all Federal and State transportation related issues and provide a forum for citizens to become involved in the transportation planning process.

### Section 2 Board's Performance Measures

The main responsibilities of the CTAC are:

- *Ensure that proposed transportation projects are responsive to the community's perceived needs and goals;*
- *Serve as a forum for citizens to raise issues pertinent to the transportation planning process; and*
- *Evaluate the recommendations generated during the development of the MPO's transportation plan.*

Other duties of the CTAC include, but not limited to:

- *Reviewing the transportation plan's technical work products prior to their submission to the MPO Governing Board for approval;*
- *Monitoring the public involvement process and recommending improvements to increase its effectiveness or overcome perceived deficiencies; and*
- *Dealing with other transportation planning matters as necessary.*

### Section 3 Accomplishments for Past Twelve Months

The 2006 CTAC Annual Report has been attached.

### Section 4 Accomplishments Since Inception

Since the Citizen's Transportation Advisory Committee (CTAC) was created in 1983, it has fulfilled its stated responsibilities. Annual reports that began documenting these activities/accomplishments since 2004 have been attached.

### Section 5 Anticipated Future Accomplishments

The Committee anticipates continuing on with its responsibilities listed above.

### Section 6 Additional Comments

None



# THE CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE

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**Miami-Dade County Metropolitan Planning Organization**

**2004 Report**

**PIO Public Involvement Office:**

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Stephen P. Clark Center  
111 NW First Street  
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## INTRODUCTION



The Citizens Transportation Advisory Committee (CTAC) was created in 1983 as a State mandate. The CTAC consists of a group of citizens who advise the Metropolitan Planning Organization (MPO) Governing Board and the Board of County Commissioners (BCC) on all transportation related projects within Miami-Dade County.

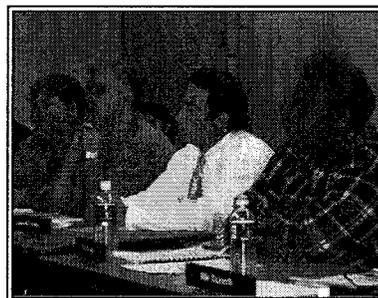
The MPO Governing Board is composed of twenty-two (22) voting members charged with making transportation planning decisions in the Urbanized Area with the assistance of technical recommendations and citizen comments. The Board includes the 13 member Board of the County Commissioners; a Governor appointed elected municipal official to represent municipal interests; a citizen who does not hold elective office and resides in the unincorporated area of Miami-Dade County; a member of the Miami-Dade County Expressway Authority; a member of the Miami-Dade School Board; and an elected official from each municipality with over 50,000 residents. In addition, the Florida Department of Transportation (FDOT) has two nonvoting representatives on the Board.

## CTAC RESPONSIBILITIES

CTAC members are appointed from the general public, either by geographic area or because of a special interest in improving transportation in Miami-Dade County. This group provides a forum for citizens to become involved in the transportation planning process. The term for each appointee is commensurate with that of the appointing MPO Governing Board Member. CTAC members meet twice a month. The Subcommittee meetings are every second Wednesday of the month, and the Full-Committee meeting is on the last Wednesday of the month. There are six Subcommittees under CTAC and are as follows:

1. Transit
2. Surface Transportation
3. Aviation
4. Maritime
5. Elderly and Disabled
6. Legislative

The main responsibilities of the CTAC are:



- ✓ To ensure that proposed transportation projects are responsive to the community's perceived needs and goals
- ✓ To serve as a forum for citizens to raise issues pertinent to the transportation planning process
- ✓ To evaluate the recommendations generated during the development of the MPO's transportation plan

Other duties of the CTAC include, but are not limited to:

- ✓ Reviewing the transportation plan's technical work products prior to their submission to the MPO Governing Board for approval
- ✓ Monitoring the public involvement process and recommending improvements to increase its effectiveness or overcome perceived deficiencies
- ✓ And dealing with other transportation planning matters as necessary.

## **MEMBERSHIP**

Each MPO voting member has two appointments to the CTAC. At least one of the appointees from the County Commissioners must reside in the Commissioner's District. CTAC appointments are made at the MPO Board's discretion and may be based on recommendations by the County Manager. The following MPO Board Members made the following appointments during 2004:

- Katy Sorenson appointed Kimberly Miller during the February MPO meeting.
- Javier Souto appointed Mario Martinez-Malo and Jose Garrido during the February and March MPO meetings, respectively.
- Darryl Sharpton appointed Wendy Carr during the March MPO meeting.
- Shirley Gibson appointed Andrew Burgess during the March MPO meeting and Marlon L. Kelly, Sr. during the April MPO meeting.
- Dr. Barbara Carey-Shuler appointed Hudson A. Gaulman, Jr. during the May MPO meeting and William Gardner, Jr. during the October MPO meeting.
- Joe Martinez appointed Jeffrey Wander and Martin Nash during the April MPO meeting.
- William H. Kerdyk reappointed Ramon Irigoyen during the April MPO meeting.
- Perla Hantman appointed Rafael Casals during the July MPO meeting.
- Jose Smith appointed Kenneth Carsto during the July MPO meeting.

The current membership is as follows:

<b>Nominated By</b>	<b>Appointee</b>
<b>Jordan/District 1</b> (305) 375-5694	<b>Emma Pringle</b>
	<b>Naomi Wright, Second Vice Chair</b>
<b>Rolle/District 2</b> (305) 375-4833	<b>Daniel Fils-Aime</b>
	<b>Andrea Young</b>

<b>Nominated By</b>	<b>Appointee</b>
<b>Carey-Shuler/District 3</b> (305) 375-5393	<b>Hudson Gaulman, Jr.</b>
	<b>William Gardner, Jr.</b>
<b>Heyman/District 4</b> (305) 375-5128	<b>Mac Glasgow</b>
	<b>Vacant</b>
<b>Barreiro/District 5</b> (305) 375-5924	<b>Frank Hernandez</b>
	<b>Joseph Fontana</b>
<b>Sosa/District 6</b> (305) 375-5696	<b>Carlos Diaz Padron</b>
	<b>Vacant</b>
<b>Gimenez/District 7</b> (305) 375-5680	<b>Frank Zeinali</b>
	<b>John Westbrook</b>
<b>Sorenson/District 8</b> (305) 375-5218	<b>Paul J. Schwiep</b>
	<b>Vacant</b>
<b>Moss/District 9</b> (305) 375-4832	<b>Vacant</b>
	<b>Mike Hatcher, Chair</b>
<b>Souto/District 10</b> (305) 375-4835	<b>Mario Martinez-Malo</b>
	<b>Jose Garrido</b>
<b>Martinez/District 11</b> (305) 375-4834	<b>Jeffrey Wander</b>
	<b>Martin Nash</b>
<b>Diaz/District 12</b> (305) 375-4343	<b>Vacant</b>
	<b>Vacant</b>
<b>Seijas/District 13</b> (305) 375-4831	<b>Vacant</b>
	<b>Ramon Ramos</b>
<b>William H. Kerdyk</b> Dade League of Cities	<b>Ramon Irigoyen</b>
	<b>Janak Thakkar</b>
<b>Ruben D. Almaguer</b> Non-Elec. Off.	<b>Willie Duckworth</b>
	<b>Peggy Hollander</b>
<b>Darryl K. Sharpton</b> Expressway Authority	<b>Norman Wartman, First Vice Chair</b>
	<b>Wendy Carr</b>
<b>Perla Tabares Hantman</b> School Board	<b>Rafael Casals</b>
	<b>Jose J. De Almagro</b>
<b>Jose Smith</b> Municipalities over 50 K City of Miami Beach	<b>Joseph M. Corradino</b>
	<b>Kenneth A. Carsto</b>

Nominated By	Appointee
<b>Raul Martinez</b> Municipalities over 50 K City of Hialeah	<b>Rolando Acosta</b>
	<b>Lee Swerdlin</b>
<b>Joe Celestin</b> Municipalities over 50 K City of N. Miami	<b>Vacant</b>
	<b>Vacant</b>
<b>Manny Diaz</b> Municipalities over 50 K City of Miami	<b>Vacant</b>
	<b>Vacant</b>
<b>Shirley Gibson</b> Municipalities over 50 K City of Miami Gardens	<b>Andrew Burgess</b>
	<b>Marlon L. Kelly, Sr.</b>

As per the CTAC By-Laws, any member who intends to be absent from a CTAC meeting shall, unless prevented by unusual circumstances, notify the Secretariat of their intended absence prior to the meeting (Appendix A). Excused absences must meet the criteria set out in section 2-11-39 of Miami-Dade Code, which states:

“Any Board member shall be automatically removed if, in a given fiscal year: (i) he or she is absent from two (2) consecutive meetings without an acceptable excuse; or, (ii) if he or she is absent from three (3) of the board’s meetings without an acceptable excuse. A member shall be deemed absent from a meeting when he or she is not present at the meeting at least seventy-five (75) percent of the time. An “acceptable excuse” is defined as an absence for medical reasons, business reasons, personal reasons, or any other reason which the board, by a two-thirds vote of the membership, deems appropriate.”

The following five (5) members were in violation of the County Code and sent a removal letter with a 30-day appeal process to remain a member. However, an appeal letter was never received by the CTAC Secretariat and therefore removed:

CTAC Member	MPO Board Member
James Marshall	Commissioner Sorenson/District 8
Mario Nuevo	Perla T. Hantman, School Board
Carline Paul	Commissioner Carey-Shuler/Dist 3
Robert Ruiz	Commissioner Sosa/District 6
Rafael Suarez	Commissioner Martinez/District 11



The following members resigned during the year:

<b>CTAC Member</b>	<b>MPO Board Member</b>
Christopher Morton	Commissioner Moss/District 9
Leonard Simkovitz	Commissioner Souto/District 10
Bernard Superstein	Joe Celestin, City of N. Miami
Alfredo D. Vega	Commissioner Martinez/District 11
Maurice Gan	Commissioner Heyman/District 4
Kimberly Miller	Commissioner Sorenson/District 8

## MEETING LOCATIONS

The majority of full CTAC meetings were televised live and held at the Stephen P. Clark Center in the County Commission Chambers while the subcommittee meetings were held on the 18<sup>th</sup> Floor. Alternate meeting places included:

- August 25, 2004 - **Center for Haitian Studies**, 8260 NE 2<sup>nd</sup> Avenue, Miami, FL 33138
- November 17, 2004 - **SunGuide Transportation Management Center**, 1001 NW 111<sup>th</sup> Avenue, Miami, FL 33172

## CTAC ACTIVITIES

The following were CTAC activities for 2004:

- Discussed the synchronization of the County's signal system – January 14, 2004
- Received clarification as to what projects can be funded under the PTP i.e. transit, highway, bridges, etc. and if the CITT can change the language in the PTP – January 28, 2004
- Received a presentation on South Florida Commuter Services – January 28, 2004
- Received an update on Resolution action for the unsignalized intersections for Phase II of the South Dade Busway – January 28, 2004
- Reviewed the "On The Move" - Miami-Dade County's pocket guide to transportation – January 28, 2004
- Received an update on the marketing efforts by MDT to promote transit use – February 11, 2004
- Discussed proposed access improvement for SW 82<sup>nd</sup> Avenue – February 25, 2004
- Updated on the Okeechobee Road (SR 25/US 27) Action Plan – March 10, 2004
- Held nominations for the Chair, First Vice Chair, And Second Vice Chair – March 31, 2004
- Received an update on the Bay Link project – April 14, 2004
- Received an update on the Metrorail east-west corridor – April 14, 2004
- Received an update on the MDT Marketing Workshop – April 28, 2004
- Received an update on the NW 97th Avenue bridge over SR 836 project – May 12, 2004
- Received an update from the MDT Director, Roosevelt Bradley – May 26, 2004

- Received a Citizens' Independent Transportation Trust (CITT) activities update – May 26, 2004
- Received an update on how Metrobus vandalism is handled – June 16, 2004
- Received an update on how transit complaints are measured and handled – June 16, 2004
- Received an update on the Urban Development Boundary – June 16, 2004
- Received an update on the Municipal Transit Circulators – June 30, 2004
- Received an update on the Krome Avenue project - June 30, 2004
- Received an update on the Miami Beach 63rd Street Flyover project – July 14, 2004
- Received an update on the South Florida Regional Transportation Authority's (RTA) request for funding from the CITT for an east-west commuter line – July 14, 2004
- Received information on the effectiveness of the Wackenhut guards – July 14, 2004
- Discussed the MDT Marketing Workshop – July 14, 2004
- Ranked the Transportation Enhancements Program - July 28, 2004
- Received an update on the MLK station update – July 28, 2004
- Received an update on the Ramp Metering Project - July 28, 2004
- Received an update on the Livable Communities Project – August 25, 2004
- Received an update on the 79th Street Causeway Project - August 25, 2004
- Received an update on the MLK station update – August 25, 2004
- Received an update on MDT's new bus stop shelter placement and safety features– September 8, 2004
- Hosted the Miami Dade Transit Marketing Workshop – September 22, 2004
- A presentation was made regarding the Miami-Dade County Long Range Transportation Plan Update to the Year 2030 – October 6, 2004
- Received an update on the Metrorail North Corridor Project – October 6, 2004
- Received an update on the Miami Beach Electrowave System Study – October 20, 2004
- Discussed the cost of studying school flashers and the prioritization process of their locations – November 3, 2004
- Discussed slim line bus shelters – November 3, 2004
- Took a tour of the SunGuide Transportation Management Center - November 17, 2004
- A presentation was made regarding the SR-836 Extension Project - November 17, 2004
- Received an explanation of MDT's Customer Service Report (CSR) – December 1, 2004
- Received an update on bus shelter ADA compliance – December 1, 2004
- Discussed the issue of limited wheelchair space on Metrorail – December 1, 2004
- A presentation was made regarding the Unified Planning Work Program (UPWP) - December 15, 2004
- Received an update on the PTP matching funds – December 15, 2004
- Received an update on PTP projects – December 15, 2004

## RESOLUTION ACTIONS

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 1-04	RESOLUTION ENCOURAGING THE PUBLIC WORKS DEPARTMENT TO MOVE FORWARD WITH THE TRAFFIC LOOP DETECTION REPAIR CONTRACT AS SOON AS POSSIBLE AND PRACTICAL	1/28/04	Resolution submitted to Public Works.	No action to date.
CTAC 2-04	RESOLUTION SUPPORTING THE CONTINUANCE OF THE SPECIAL TRANSPORTATION SERVICES (STS) OVERSIGHT TASK FORCE AND REQUESTING THE BCC APPOINT A CTAC MEMBER TO THIS COMMITTEE	1/28/04	Resolution submitted to the Board of County Commissioners.	This Resolution was submitted to the Transportation Committee March 11, 2004. It was then sent to the STS Oversight Task Force and not on to the April BCC for consideration.
CTAC 3-04	RESOLUTION RECOGNIZING MS. STEPHANIE COHAN FOR HER OUTSTANDING PERFORMANCE AND SUPPORT TO THE CITIZENS TRANSPORTATION ADVISORY COMMITTEE (CTAC)	1/28/04	Resolution was awarded to Ms. Cohan during the April 28, 2004 CTAC meeting	NA
CTAC 4-04	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPT AND MOVE FORWARD THE OKEECHOBEE ROAD (U.S. 27/S.R. 25) ACTION PLAN FOR FURTHER STUDY	3/31/04	Resolution submitted to the MPO Governing Board, MPO LRTP Project Manager, and FDOT	The plan is in the LRTP and in the Florida Interstate Highway System (FIHS) 20 year Needs Plan. Funding has been identified in the TIP for short term needs i.e. traffic operations.
CTAC 5-04	RESOLUTION RECOMMENDING THE PUBLIC WORKS DEPARTMENT AND THE CITIZENS RESIDING IN THE AREA OF SW 82 AVENUE TO CONTINUE TO MEET TO DISCUSS THE ISSUES FACING THE OPENING OF SW 82 AVENUE AND TO AGREE UPON MUTUAL BENEFICIAL SOLUTIONS	3/31/04	Resolution submitted to the MPO Governing Board, Public Works, and the SW 82 <sup>nd</sup> Avenue Residents	Public Works and the residents met to discuss potential traffic calming devices for the roadway
CTAC 6-04	RESOLUTION REQUESTING THE BOARD OF COUNTY COMMISSIONERS TO WAIVE THE DUAL OFFICE HOLDING ORDINANCE "SEC. 2-11.38 MEMBERSHIP ON BOARDS" FOR CTAC MEMBERS THEREBY PERMITTING A CTAC MEMBER TO SERVE SIMULTANEOUSLY ON OTHER COUNTY BOARDS RELATING TO TRANSPORTATION	3/31/04	Resolution submitted to the Board of County Commissioners.	This Resolution was submitted to the Transportation Committee April 22, 2004.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 7-04	RESOLUTION RECOGNIZING AND COMMENDING MR. MAURICE GAN FOR HIS TIME, EFFORT, AND MANY CONTRIBUTIONS HE HAS MADE OVER THE YEARS TO THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC)	3/31/04	Resolution was awarded to Mr. Gan during the April 28, 2004 CTAC meeting	NA
CTAC 8-04	RESOLUTION RECOGNIZING AND COMMENDING MR. FRANK HERNANDEZ FOR HIS TIME, EFFORT, AND MANY CONTRIBUTIONS HE HAS MADE DURING HIS TENURE AS CHAIRPERSON FOR THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC)	3/31/04	Resolution was awarded to Mr. Hernandez during the April 28, 2004 CTAC meeting	NA
CTAC 9-04	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPT THE FY 2004-2005 UNIFIED PLANNING WORK PROGRAM (UPWP)	4/28/04	Resolution submitted to the MPO Governing Board during their April 29, 2004 meeting	The 2004-2005 UPWP was adopted.
CTAC 10-04	RESOLUTION SUPPORTING STATE SENATOR STEVE GELLER'S LEGISLATION PENALIZING DRIVERS THAT JUMP IN LINE IN FRONT OF OTHER DRIVERS AND RECOMMENDING THE MIAMI-DADE DELEGATES TO THE STATE HOUSE OF REPRESENTATIVES AND SENATE SUPPORT THIS LEGISLATION	4/28/04	Resolution submitted to the MPO Governing Board during their April 29, 2004 meeting and to Senator Geller on May 3, 2004	Resolution is still in a preliminary phase and will be referred to Senate committee to be heard.
CTAC 11-04	RESOLUTION SUPPORTING STATE REPRESENTATIVE KEN SORENSON'S LEGISLATION TO STRENGTHEN THE CURRENT STATUES REGARDING SLOWER TRAFFIC MUST STAY RIGHT IN FREE FLOWING TRAFFIC CONDITIONS ALLOWING DRIVERS TO PASS IN THE LEFT LANE AND THAT APPROPRIATE SIGNAGE IS ERECTED TO INFORM MOTORISTS OF THIS LAW	4/28/04	Resolution submitted to the MPO Governing Board during their April 29, 2004 meeting and to Representative Sorenson on May 3, 2004	Resolution passed House last year, but not the Senate. It has currently been resubmitted to Senate for consideration.
CTAC 12-04	RESOLUTION REAFFIRMING THE PUBLIC'S COMMITMENT BY ITS VOTE SUPPORTING THE HALF CENT TRANSPORTATION TAX AND ADMINISTRATION OF THAT TAX BY THE CITIZENS INDEPENDENT TRANSPORTATION TRUST AND DISCOURAGING ANY ATTEMPT TO REMOVE THAT POWER FROM THIS INDEPENDENT TRUST	4/28/04	Resolution submitted to the MPO Governing Board during their April 29, 2004 meeting and the Board of County Commissioners transportation Committee on May 20, 2004.	Commissioner Moss withdrew his proposed ordinance to change the powers of the CITT in initiating any changes to or additions of the PTP and requested CTAC participate in reviewing and providing recommendations for changes

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 13-04	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD APPROVE THE 2004 TRANSIT DEVELOPMENT PLAN (TDP)	5/26/04	Resolution submitted to the MPO Governing Board during their May 27, 2004 meeting and MDT.	The TDP was adopted.
CTAC 14-04	RESOLUTION RECOMMENDING APPROVAL OF THE 2005-2009 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) AND CERTIFYING COMPLIANCE WITH THE CLEAN AIR ACT AMENDMENT OF 1990	5/26/04	Resolution submitted to the MPO Governing Board during their May 27, 2004 meeting and the TIP PMI.	The TIP was adopted.
CTAC 15-04	RESOLUTION THANKING COMMISSIONER MOSS FOR WITHDRAWING HIS PROPOSED ORDINANCE TO CHANGE THE POWERS OF THE CITIZENS' INDEPENDENT TRANSPORTATION TRUST (CITT) IN INITIATING ANY CHANGES TO OR ADDITIONS OF THE PEOPLE'S TRANSPORTATION PLAN (PTP) AND REQUESTING CTAC PARTICIPATE IN REVIEWING AND PROVIDING RECOMMENDATIONS FOR CHANGES	5/26/04	Resolution submitted to the MPO Governing Board during their May 27, 2004 meeting and the OCITT.	NA
CTAC 16-04	RESOLUTION CONGRATULATING MR. MICHAEL MOORE FOR HIS APPOINTMENT AS THE MARTIN COUNTY MPO DIRECTOR AND RECOGNIZING HIM FOR HIS TIME, EFFORT, AND MANY CONTRIBUTIONS HE HAS MADE OVER THE YEARS TO THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC)	5/26/04	Resolution submitted to the MPO Governing Board during their May 27, 2004 meeting and Mr. Moore.	NA
CTAC 17-04	RESOLUTION REQUESTING THE CITIZENS INDEPENDENT TRANSPORTATION TRUST (CITT) HOLD ITS MEETINGS IN THE EVENINGS TO ENSURE ADEQUATE CITIZEN PARTICIPATION	6/30/04	Resolution tabled in lieu of a letter to the CITT Chair from the CTAC Chair.	A letter was sent to the CITT Chair and staff is looking into moving their meetings to the evenings.
CTAC 18-04	RESOLUTION SUPPORTING THE IMPLEMENTATION OF THE MIAMI DADE TRANSIT CONSUMER INFORMATION NETWORK (CIN) THAT WILL UPGRADE THE CURRENT TELEPHONE SYSTEM AND RECOMMENDING THE HIRING OF ADDITIONAL STAFF TO HANDLE THE INCREASE IN SERVICE	6/30/04	Resolution submitted to MDT for support and consideration.	The CIN will be operational in 2005 and additional staff will be hired to handle the system.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 19-04	RESOLUTION RECOMMENDING THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) ALLOW THE MIAMI-DADE METROPOLITAN PLANNING ORGANIZATION (MPO) TO UTILIZE FEDERAL FUNDS TO PURCHASE REFRESHMENTS AND PROMOTIONAL ITEMS	6/30/04	Resolution submitted to the FDOT for consideration.	FDOT responded that the FDOT does not have the authority to allow federal funds to be used to purchase refreshments and promotional items.
CTAC 20-04	RESOLUTION RECOMMENDING THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD APPROVE A STUDY REQUESTED BY THE CITIZENS INDEPENDENT TRANSPORTATION TRUST (CITT), THROUGH THE UNIFIED PLANNING WORK PROGRAM (UPWP), TO DETERMINE IF THERE ARE BENEFITS IN UTILIZING "SCHOOL FLASHING LIGHTS" FOR SAFETY AT SCHOOL CROSSINGS	8/25/04	Resolution was submitted to the Transportation Planning Council (TPC) during their September 20, 2004 meeting for consideration.	The Resolution was tabled by request of the Chair until further recommendations are made by the ad-hoc Committee comprised of FDOT, School Board, CITT, and CTAC members regarding this issue.
CTAC 21-04	RESOLUTION REQUESTING THAT THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD SUPPORT CTAC'S REQUEST TO THE BOARD OF COUNTY COMMISSIONERS (BCC) TO REVIEW THE CURRENT MIAMI-DADE TRANSIT (MDT) BUS SHELTER CONTRACT AND MAKE MODIFICATIONS TO THE CONTRACT TO INCLUDE SLIM LINE BUS SHELTERS, WHERE APPROPRIATE. TO AVOID DELAYS IN THE INSTALLATION PROCESS	9/22/04	Resolution was submitted to the MPO Governing Board during their October 21, 2004 meeting.	Slim Line bus shelters have been included in the contract and raised to 10%.
CTAC 22-04	RESOLUTION REQUESTING THAT THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD SUPPORT CTAC'S REQUEST TO THE BOARD OF COUNTY COMMISSIONERS (BCC) TO ENSURE THAT THE INSTALLATION OF BUS SHELTERS IS NOT DRIVEN BY THE POTENTIAL FOR HIGH ADVERTISING VISIBILITY, BUT WHEREVER MASS TRANSIT RIDERSHIP EXISTS	9/22/04	Resolution was submitted to the MPO Governing Board during their October 21, 2004 meeting.	Those shelters that do not have advertising will be placed throughout unincorporated Dade County along less traveled corridors.
CTAC 23-04	RESOLUTION RECOMMENDING APPROVAL OF THE LONG RANGE TRANSPORTATION PLAN UPDATE TO THE YEAR 2030 AND CERTIFYING COMPLIANCE WITH THE CLEAN AIR ACT AMENDMENT OF 1990	10/20/04	Resolution was submitted to the MPO Governing Board during their November 18, 2004 meeting.	The LRTP was adopted.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 24-04	RESOLUTION RECOMMENDING THE MIAMI-DADE COUNTY PUBLIC WORKS DEPARTMENT CONDUCT A STUDY TO DETERMINE WHAT EFFECT SCHOOL FLASHERS HAVE ON DRIVERS WITHIN SCHOOL SPEED ZONES	Never approved by full committee	The Resolution was tabled by request of the Chair until further recommendations are made by the ad-hoc Committee comprised of FDOT, School Board, CITT, and CTAC members regarding this issue.	NA
CTAC 25-04	RESOLUTION RECOMMENDING THE BOARD OF COUNTY COMMISSIONERS (BCC) PROPERLY FUND EXISTING TRANSIT SERVICE AND THAT NO PEOPLES' TRANSPORTATION PLAN (PTP) FUNDS EVER BE UTILIZED TO SUPPORT TRANSIT SERVICE THAT EXISTED PRIOR TO THE PASSAGE OF THE PTP REFERENDUM	12/15/04	Resolution submitted to the Board of County Commissioners and the Citizens' Independent Transportation Trust (CITT) on 12/16/04.	The BCC voted 7-6 on Thursday, January 27, 2005 to amend the PTP to allow funds to be used for existing transit operations.



# THE CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE

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**Miami-Dade County Metropolitan Planning Organization**

**2005 Report**

**Public Involvement Office**

Metropolitan Planning Organization  
Stephen P. Clark Center  
111 NW First Street  
Suite 910  
Miami, Florida 33128

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## INTRODUCTION



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- ✓ To evaluate the recommendations generated during the development of the MPO's transportation plan

Other duties of the CTAC include, but are not limited to:

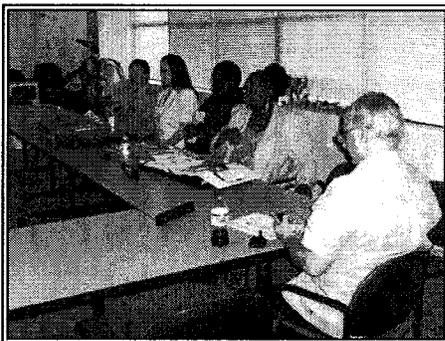
- ✓ Reviewing the transportation plan's technical work products prior to their submission to the MPO Governing Board for approval
- ✓ Monitoring the public involvement process and recommending improvements to increase its effectiveness or overcome perceived deficiencies
- ✓ And dealing with other transportation planning matters as necessary.

## MEMBERSHIP

Each MPO voting member has two appointments to the CTAC. At least one of the appointees from the County Commissioners must reside in the Commissioner's District. The following MPO Board Members made the following five appointments during 2005:

- Katy Sorenson appointed Malou Harrison during the February MPO meeting.
- Ruben Almaguer appointed Beatriz Navarro Goudie during the April MPO meeting and Mario Rojas during the October MPO meeting
- Kevin Burns appointed Barbara Walters and Carline Paul during the October MPO meeting.

As per the CTAC By-Laws, any member who intends to be absent from a CTAC meeting shall, unless prevented by unusual circumstances, notify the Secretariat of their intended absence prior to the meeting (Appendix A). Excused absences must meet the criteria set out in section 2-11-39 of Miami-Dade Code, which states:



“Any Board member shall be automatically removed if, in a given fiscal year: (i) he or she is absent from two (2) consecutive meetings without an acceptable excuse; or, (ii) if he or she is absent from three (3) of the board's meetings without an acceptable excuse. A member shall be deemed absent from a meeting when he or she is not present at the meeting at least seventy-five (75) percent of the time. An “acceptable excuse” is defined as an absence for medical reasons, business reasons, personal reasons, or any other reason which the board, by a two-thirds vote of the membership, deems appropriate.”

The current membership is as follows:

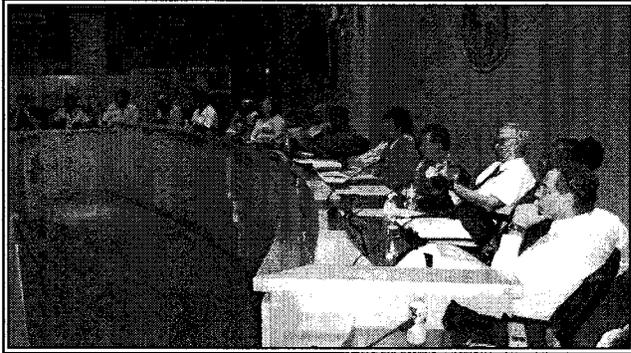
<b>Nominated By/ Term Limit</b>	<b>Appointee</b>	<b>Member Since</b>
Jordan/District 1 (305) 375-5694	<b>Emma Pringle</b>	12/19/00
	<b>Naomi Wright</b>	6/18/02
Rolle/District 2 (305) 375-4833	<b>Daniel Fils-Aime</b>	4/13/99
	<b>Andrea Young</b>	10/07/99
Edmonson/District 3 (305) 375-5393	<b>Hudson Gaulman, Jr.</b>	5/27/04
	VACANT	
Heyman/District 4 (305) 375-5128	<b>Mac Glasgow</b>	4/26/01
	VACANT	
Barreiro/District 5 (305) 375-5924	<b>Frank Hernandez</b>	10/06/98
	VACANT	
Sosa/District 6 (305) 375-5696	<b>Carlos Diaz Padron</b>	1/30/02
	VACANT	
Gimenez/District 7 (305) 375-5680	<b>Frank Zeinali</b>	9/25/03
	<b>John Westbrook</b>	3/10/04
Sorenson/District 8 (305) 375-5218	<b>Paul J. Schwiep</b>	5/22/03
	<b>Malou C. Harrison</b>	2/24/05
Moss/District 9 (305) 375-4832	VACANT	
	<b>Mike Hatcher</b>	4/26/01
Souto/District 10 (305) 375-4835	<b>Mario Martinez-Malo</b>	2/5/04
	<b>Jose Garrido</b>	3/18/04
Martinez/District 11 (305) 375-4834	<b>Jeffrey Wander</b>	4/29/04
	VACANT	
Diaz/District 12 (305) 375-4343	VACANT	
	VACANT	
Seijas/District 13 (305) 375-4831	VACANT	
	<b>Ramon Ramos</b>	2/09/95
William H. Kerdyk Dade League of Cities	<b>Ramon Irigoyen</b>	4/29/04
	VACANT	
Ruben D. Almaguer Non-Elec. Off.	<b>Mario Rojas</b>	10/20/05
	<b>Beatriz Navarro Goudie</b>	4/21/05

<b>Nominated By/ Term Limit</b>	<b>Appointee</b>	<b>Member Since</b>
Darryl K. Sharpton Expressway Authority	<b>Norman Wartman</b>	4/25/92
	<b>Wendy Carr</b>	3/18/04
Perla T. Hantman School Board	VACANT	
	VACANT	
Richard L. Steinberg Municipalities over 50 K City of Miami Beach	<b>Joseph M. Corradino</b>	10/24/02
	<b>Kenneth A. Carsto</b>	7/29/04
Julio Robaina Municipalities over 50 K City of Hialeah	<b>Rolando Acosta</b>	1/31/02
	<b>Lee Swerdlin</b>	3/22/01
Kevin A. Burns Municipalities over 50 K City of N. Miami	<b>Carline Paul</b>	10/20/05
	<b>Barbara Walters</b>	10/20/05
Johnny L. Winton Municipalities over 50 K City of Miami	VACANT	
	VACANT	
Shirley M. Gibson Municipalities over 50 K City of Miami Gardens	<b>Andrew Burgess</b>	3/18/04
	<b>Marlon L. Kelly, Sr.</b>	4/29/04

The following members resigned during the year:

<b>CTAC Member</b>	<b>Appointed by MPO Board Member</b>
Martin Nash	Joe A. Martinez/District 11
Janak Thakkar	William H. Kerdyk
Joseph Fontana	Bruno A. Barreiro/District 5
William Gardner, Jr.	Barbara Carey-Shuler/District 3
Rafael Casals	Perla T. Hantman
Jose J. De Almagro	Perla T. Hantman

## MEETING LOCATIONS



The majority of full CTAC meetings were televised live and held at the Stephen P. Clark Center in the County Commission Chambers while the subcommittee meetings were held on the 18<sup>th</sup> Floor. Alternate meeting places included:

- January 12, 2005 - **North Shore Youth Center**, 501 72nd Street, Miami Beach, FL 33141
- July 13, 2006 – **SFRTA’s Administrative Offices**, 800 N.W. 33rd Street, Suite 100, Pompano Beach, FL 33064
- July 27, 2005 - **City Of North Miami City Hall**. 776 NE 125 Street, Miami, FL 33161
- August 10, 2005 - **Port Of Miami**. 1015 North American Way, Miami, FL 33132
- August 24, 2005 - **Miami City Hall**. 3500 Pan American Drive, Miami, FL 33133

## CTAC ACTIVITIES

The following were CTAC activities for 2005:

- ❖ Received an update on the 79th Street Project -- *January 12, 2005*
- ❖ Received an update on the Electrowave – *January 12, 2005*
- ❖ Received an update on the Slim Line Bus Shelter – *January 26, 2005*
- ❖ Received an update on the PTP Amendment – *January 26, 2005*
- ❖ Received a presentation on the I-95 HOV Lane Operational Modifications and Marketing Plan from Kenneth Jeffries, FDOT VI Planning Department – *February 9, 2005*
- ❖ Discussed the support of the Transportation Aesthetic Review Committee’s (TARC) Resolution “requesting the MPO direct state, regional, and county agencies responsible for programming and implementation of major transportation projects in Miami-Dade County, to incorporate requirements related to aesthetics and urban design into procurement documents and the procurement process” – *February 9, 2005*
- ❖ Planned for the upcoming Transportation Improvement Plan (TIP) Interactive Meeting – *February 9, 2005*
- ❖ Received the FY 2006 Unified Planning Work Program (UPWP) Executive Summary – *February 23, 2005*
- ❖ Prioritized the CTAC Annual Report and Working List – *February 23, 2005*

- ❖ Received an update and presentation on the Miami Streetcar Project from Lilia I. Medina, City of Miami Project Manager/Assistant Transportation Coordinator, and HDR Engineering, Inc. – *February 23, 2005*
- ❖ Received mandatory Sunshine Law/Ethics Training from the County’s Commission on Ethics – *March 9, 2005*
- ❖ Co-hosted the Annual TIP/LRTP Interactive Meeting – *March 23, 2005*
- ❖ Discussed staffing the Customer Service Hotline with live representatives 24-hours – *April 13, 2005*
- ❖ Received an update on the Miami Beach Transit Service (Electrowave) - *April 13, 2005*
- ❖ Received a presentation on the Everglades Skyway Project – *April 27, 2005*
- ❖ Discussed the feasibility and accessibility of the Golden Passport Program – *May 11, 2005*
- ❖ Revised By-Laws - *May 11, 2005*
- ❖ Received an update regarding the Urban Development Boundary (UDB) – *May 25, 2005*
- ❖ Received an update regarding Tri-Rail’s construction-related schedule changes starting June 6, 2005 - *May 25, 2005*
- ❖ Received an update regarding the Public Service Announcement (PSA) Contest Winners - *May 25, 2005*
- ❖ Received a presentation on the Bus Rapid Transit Opportunity Study - *May 25, 2005*
- ❖ Received a presentation on the FY 2005 Transit Development Program (TDP) – *June 8, 2005*
- ❖ Adopted the revised By-Laws – *June 22, 2005*
- ❖ Received an update regarding the MIC Rail Access & Traveler Convenience: Interim Interagency Report - *June 22, 2005*
- ❖ Held a special Regional meeting with the three MPO citizen committees on July 13, 2005 and received updates on the following projects:
  - a. SR-7 Fast Bus Project – Jeff Weidner, FDOT District IV Project Manager
  - b. South Florida Regional Transportation Authority (SFRTA) Double Tracking Update – Justine Belizaire, SFRTA Senior Project Manager for Segment 5 Construction
  - c. South Florida East Coast Transit Corridor Study – Carlos Cejas, Gannett Fleming Project Manager
  - d. Regional LRTP Update – Randy Whitfield, P.E., Palm Beach MPO Director
- ❖ A letter welcoming Jose Abreu as the new MDAD Director was delivered from the Committee – *July 27, 2005*
- ❖ A letter was sent with a copy of Resolution 6-05 to Colonel Robert M. Carpenter, United States Army Corps of Engineers District Engineer, in support of the Tamiami Everglades Skyway project 11-mile preferred alternative – *July 27, 2005*
- ❖ A letter was sent to Vivian Villaamil, Miami-Dade School Board, to include the issue of students crossing West Flagler Street and NW 7th Avenue from Miami Senior High School and Booker T. Washington Senior High School, respectively to the CTST/School Safety Task Force agenda to discuss solutions to the issue - *July 27, 2005*
- ❖ Ranked projects for the Transportation Enhancements Program- *July 27, 2005*

- ❖ Went on a tour of the Port of Miami and received a presentation on the development of a service plan for Waterborne Transit in Miami-Dade County – *August 10, 2005*
- ❖ Received a presentation on the South Miami-Dade Transit Corridor Alternative Analysis - *August 24, 2005*
- ❖ Received an update on the MDT railcar rehabilitation project: designated areas for bicyclists and the disabled - *September 7, 2005*
- ❖ Received an update on ADA access to bus shelters - *September 7, 2005*
- ❖ Received an update on the Community Characteristics Project Update – *September 21, 2005*
- ❖ Received a presentation regarding the MDT Immediate Action Plan To Enhance Transit Service: County-Wide Fuel Conservation Effort – *September 21, 2005*
- ❖ Received an update on the North Corridor Locally Preferred Alternative (LPA) Alignment Adjustment – *October 5, 2005*
- ❖ Received an update on the NW 97<sup>th</sup> Avenue Flyover - *October 5, 2005*
- ❖ Received a presentation from the US Army Corps of engineers regarding the Tamiami Trail Modifications Alternatives – *October 19, 2005*
- ❖ Received an update on the Urban Development Boundary - *November 16, 2005*
- ❖ Received a presentation regarding the Unified Planning Work Program (UPWP) Call For Ideas - *November 16, 2005*
- ❖ Received a presentation regarding the Florida Department Of Transportation (FDOT) Tentative 5-Year Work Program - *November 16, 2005*
- ❖ Received a presentation regarding the Florida Department Of Transportation (FDOT) District VI Efficient Transportation Decision Making (ETDM): SW 107 Avenue between SW 8 Street and West Flagler Street project presentation – *December 7, 2005*
- ❖ Received an update on the curb cuts along NW 27TH Avenue from NW 40TH Street to NW 79TH Street – *December 7, 2005*
- ❖ Received a presentation regarding the Florida Transportation Plan (FTP) 2025 – *December 21, 2005*
- ❖ Received a presentation regarding the South Florida East Coast Corridor Transit Analysis – *December 21, 2005*

**RESOLUTION ACTIONS**

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 1-05	RESOLUTION SUPPORTING THE MULTI-AGENCY SCHOOL SAFETY TASK FORCE'S RECOMMENDATION THAT THE MIAMI-DADE COUNTY PUBLIC WORKS DEPARTMENT CONDUCT A BEFORE AND AFTER STUDY OF TWENTY SCHOOLS THAT ARE SLATED FOR THE INSTALLATION OF SCHOOL TRAFFIC FLASHING LIGHTS (TO INCLUDE THOSE LOCATED ON TWO-LANE ROADS, FOUR-LANE ROADS, AND ROADS WITH SPEED LIMITS OF 35 MPH OR GREATER) TO DETERMINE WHAT EFFECT SCHOOL FLASHERS HAVE ON DRIVERS WITHIN SCHOOL SPEED ZONES	2/23/05	Resolution submitted to Public Works.	Public Works is conducting a Study as per the School Safety Task Force's recommended Scope of Services.
CTAC 2-05	RESOLUTION SENDING CONDOLENCES TO FORMER U.S. CONGRESSMAN WILLIAM LEHMAN'S FAMILY AND THANKING HIM FOR HIS DEDICATION AND SUPPORT IN FIGHTING FOR A BETTER TRANSPORTATION SYSTEM IN MIAMI-DADE COUNTY	3/23/05	Resolution submitted to the MPO Governing Board during their April 21 <sup>st</sup> meeting.	NA
CTAC 3-05	RESOLUTION RECOGNIZING ELIZABETH ROCKWELL FOR BEING AN OUTSTANDING CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC) SECRETARIAT	3/23/05	Resolution submitted to the Secretariat.	NA
CTAC 4-05	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPTS THE FY 2004-2005 UNIFIED PLANNING WORK PROGRAM (UPWP)	4/27/05	Resolution submitted to the MPO Governing Board during their May 19 <sup>th</sup> meeting.	UPWP was adopted by MPO Governing Board
CTAC 5-05	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPTS THE 2006-2010 TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	4/27/05	Resolution submitted to the MPO Governing Board during their May 19 <sup>th</sup> meeting.	TIP was adopted by MPO Governing Board
CTAC 6-05	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD AND BOARD OF COUNTY COMMISSIONERS PASS A RESOLUTION IN SUPPORT OF THE TAMiami EVERGLADES SKYWAY PROJECT 11-MILE PREFERRED ALTERNATIVE AND REQUIRING ONE HUNDRED PERCENT OF THE FUNDING COME FROM THE MODIFIED WATERS DELIVERY PROJECT FUNDS AND/OR THE \$8.4 BILLION AUTHORIZED FOR THE COMPREHENSIVE EVERGLADES RESTORATION PROJECT (CERP)	4/27/05	Resolution submitted to the MPO Governing Board during their May 19 <sup>th</sup> meeting.  Resolution submitted with a letter from the Chair to the corps of Engineers.	The Army Corps of Engineers is still in the process of analyzing the alternatives for this project.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 7-05	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD APPROVE THE MIAMI-DADE TRANSIT 2005 TRANSIT DEVELOPMENT PLAN (TDP) UPDATE	6/22/05	Resolution submitted to the MPO Governing Board during their June 23rd meeting.	TDP was adopted by MPO Governing Board
CTAC 8-05	RESOLUTION RECOMMENDING THE BOARD OF COUNTY COMMISSIONERS (BCC) NOT REDUCE THE LOCAL OPTION GAS TAX AS PROPOSED REALIZING THAT THERE ARE MANY TRANSPORTATION NEEDS IN MIAMI-DADE COUNTY	6/22/05	Resolution submitted to the MPO Governing Board during their June 23rd meeting.	This item was pulled from the BCC agenda.
CTAC 9-05	RESOLUTION RECOGNIZING AND COMMENDING MR. MARTIN NASH FOR HIS TIME, EFFORT, AND CONTRIBUTIONS HE HAS MADE TO THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC)	6/22/05	Resolution submitted to Mr. Nash.	NA
CTAC 10-05	RESOLUTION RECOMMENDING THE BOARD OF COUNTY COMMISSIONERS (BCC) RETAIN THE ORIGINAL NINE ROAD IMPACT FEE DISTRICTS	7/27/05	Resolution submitted to the MPO Governing Board during their August 25th meeting.	This item was postponed by the BCC until further notice.
CTAC 11-05	RESOLUTION COMMENDING AND THANKING MIAMI-DADE TRANSIT'S RUBY HEMINGWAY-ADAMS AND SERAPHIN BERNARD FOR THEIR COMMITMENT, HARD WORK, AND FLEXIBILITY IN WORKING WITH THE CITY OF MIAMI TO ENSURE THEIR ELDERLY CITIZENS RECEIVE GOLDEN PASSPORTS IN A MANNER THAT IS CONVENIENT TO THEM	7/27/05	Letter and Resolution submitted to MDT Director, Roosevelt Bradley. Copies were sent to Ms. Hemingway-Adams and Mr. Bernard.	NA
CTAC 12-05	RESOLUTION REQUESTING THE METROPOLITAN PLANNING ORGANIZATION (MPO) STAFF EXPLORE OPTIONS AVAILABLE TO HAVE STUDENT REPRESENTATION ON THE CITIZENS TRANSPORTATION ADVISORY COMMITTEE (CTAC)	7/27/05	Resolution submitted to the MPO Governing Board during their August 25th meeting.	Resolution's request not able to be fulfilled due to the By-Laws that state a member must both be a resident and an elector (18 years or older).
CTAC 13-05	RESOLUTION REQUESTING THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD FURTHER STUDY THE SERVICE PLAN FOR WATERBORNE TRANSIT BY DETERMINING THE APPROPRIATE AGENCY TO ADDRESS OPERATIONAL CONCERNS AND DETAILING MONETARY PROJECTIONS BY ENCOURAGING INPUT FROM THE PRIVATE SECTOR	8-24/05	Resolution submitted to the MPO Governing Board during their October 20th meeting.	The MPO Governing Board approved a capital grant application for submission to the USDOT on behalf of the County for the implementation of a Waterborne Transit-Service Demonstration Project

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 14-05	RESOLUTION ENDORSING THE SOUTH MIAMI-DADE TRANSIT CORRIDOR ALTERNATIVE ANALYSIS' (SOUTH LINK) CITIZEN ADVISORY COMMITTEE (CAC) RECOMMENDATION TO ELIMINATE ALTERNATIVES FOUR AND SEVEN, HOWEVER CTAC RECOMMENDS ALTERNATIVE FIVE "METRO RAIL EXTENSION FROM DADELAND SOUTH STATION TO FLORIDA CITY" AS THE PREFERRED ALTERNATIVE	8/24/05	Resolution submitted to the MPO Governing Board during their October 20 <sup>th</sup> meeting.	This item was deferred by the MPO Governing Board until further notice.
CTAC 15-05	RESOLUTION RECOMMENDING THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD APPROVE THE COMMUNITY CHARACTERISTIC PROJECT (CCP) INTERLOCAL AGREEMENT BETWEEN FLORIDA INTERNATIONAL UNIVERSITY AND THE MPO	8/24/05	Resolution submitted to the MPO Governing Board during their October 20 <sup>th</sup> meeting.	Item was passed by the MPO Governing Board during their October 20 <sup>th</sup> meeting.
CTAC 16-05	RESOLUTION RECOMMENDING ANY NEW TRANSPORTATION STRUCTURES UNDER CONSTRUCTION SHOULD WITHSTAND A MINIMUM OF 75 MPH WIND DURING HURRICANE SEASON FOR THE SAFETY OF THE PUBLIC AND WHEN THIS IS NOT POSSIBLE, SECURITY MEASURES SHOULD BE TAKEN TO PROTECT THE PUBLIC FROM ACCESSING THESE FACILITIES	Tabled	NA	NA
CTAC 17-05	RESOLUTION RECOMMENDING A STUDY BE ADDED TO THE 2006 UNIFIED PLANNING WORK PROGRAM (UPWP) THAT WILL REVIEW ALL MIAMI-DADE COUNTY TRANSPORTATION AGENCIES' EVACUATION PLANS AND STRATEGICALLY COMBINE THEM TO CREATE A COMPREHENSIVE TRANSPORTATION EVACUATION PLAN FOR THE COUNTY	11/16/05	Resolution transmitted to the MPO Governing Board.	Item was considered by UPWP Coordinating Committee and voted as one of the final studies to be funded.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 18-05	RESOLUTION RECOMMENDING THE BOARD OF COUNTY COMMISSIONERS (BCC) DIRECT AND ENCOURAGE GROWTH WITHIN THE EXISTING URBAN CORE TO PROMOTE, DEVELOP, AND ENCOURAGE AN INFRASTRUCTURE THAT WOULD PROMOTE AFFORDABLE HOUSING, SUPPORT TRANSIT ORIENTED USE, ENCOURAGE NEIGHBORLY INTERACTION WHILE PROTECTING THE LIMITED LAND LEFT AND THE QUALITY OF OUR LANDSCAPING, AGRICULTURE, AND WILDLIFE	11/16/05	Resolution transmitted to the Board of County Commissioners (BCC).	This item has been transmitted by the BCC to the State Legislature for their review and final decision.
CTAC 19-05	RESOLUTION TRANSMITTING THE FLORIDA DEPARTMENT OF TRANSPORTATION'S (FDOT) TENTATIVE 5-YEAR WORK PROGRAM TO THE MPO GOVERNING BOARD WITHOUT A RECOMMENDATION TO APPROVE DUE TO THE INABILITY TO ADEQUATELY REVIEW THE DOCUMENT PRIOR TO THE CTAC MEETING	11/16/05	Resolution transmitted to both the MPO Governing Board and the State MPO Advisory Committee for review.	Item pending.



# THE CITIZEN'S TRANSPORTATION ADVISORY COMMITTEE

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**Miami-Dade County Metropolitan Planning Organization**

**2006 Report**

**Public Involvement Office**

Metropolitan Planning Organization  
Stephen P. Clark Center  
111 NW First Street  
Suite 910  
Miami, Florida 33128

Contact: Elizabeth Rockwell, Public Involvement Manager/CTAC Secretariat  
305-375-1881  
[erock@miamidade.gov](mailto:erock@miamidade.gov)

Contact: Paul Chance, Public Involvement Officer  
305-375-1888  
[chance@miamidade.gov](mailto:chance@miamidade.gov)

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## INTRODUCTION

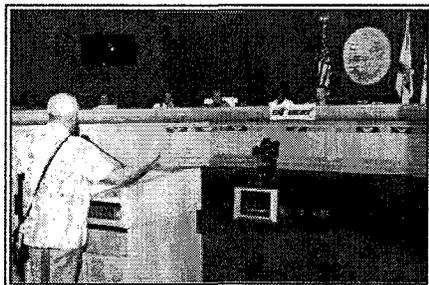


The Citizens Transportation Advisory Committee (CTAC) was created in 1983 as a State mandate. The CTAC consists of a group of citizens who advise the Metropolitan Planning Organization (MPO) Governing Board and the Board of County Commissioners (BCC) on all transportation related projects within Miami-Dade County.

The MPO Governing Board is composed of twenty-two (22) voting members charged with making transportation planning decisions in the Urbanized Area with the assistance of technical recommendations and citizen comments. The Board includes the 13 member Board of the County Commissioners; a Governor appointed elected municipal official to represent municipal interests; a citizen who does not hold elective office and resides in the unincorporated area of Miami-Dade County; a member of the Miami-Dade County Expressway Authority; a member of the Miami-Dade School Board; and an elected official from each municipality with over 50,000 residents. In addition, the Florida Department of Transportation (FDOT) has two nonvoting representatives on the Board.

## CTAC RESPONSIBILITIES

CTAC members are appointed from the general public, either by geographic area or because of a special interest in improving transportation in Miami-Dade County. This group provides a forum for citizens to become involved in the transportation planning process. The term for each appointee is commensurate with that of the appointing MPO Governing Board Member. CTAC members meet twice a month with Subcommittee meetings being held every second Wednesday of the month and the Full-Committee meeting on the last Wednesday of the month. There are six Subcommittees under CTAC and are as follows:



1. Transit
2. Surface Transportation
3. Aviation
4. Maritime
5. Elderly and Disabled
6. Legislative

The main responsibilities of the CTAC are:

- ✓ To ensure that proposed transportation projects are responsive to the community's perceived needs and goals
- ✓ To serve as a forum for citizens to raise issues pertinent to the transportation planning process
- ✓ To evaluate the recommendations generated during the development of the MPO's transportation plan

Other duties of the CTAC include, but are not limited to:

- ✓ Reviewing the transportation plan's technical work products prior to their submission to the MPO Governing Board for approval
- ✓ Monitoring the public involvement process and recommending improvements to increase its effectiveness or overcome perceived deficiencies
- ✓ And dealing with other transportation planning matters as necessary.

## **MEMBERSHIP**

Each MPO voting member has two appointments to the CTAC. At least one of the appointees from the County Commissioners must reside in the Commissioner's District. The following MPO Board Members made the following nine appointments during 2006:

- ❖ Board Member Perla Hantman appointed Richard Pulido and Jose Enriquez during the January 26, 2006 MPO Governing Board Meeting.
- ❖ Board Member Richard Steinberg appointed Steve Nostrand during the January 26, 2006 MPO Governing Board Meeting.
- ❖ Board Member Sally Heyman appointed David Reiter during the May 25, 2006 MPO Governing Board Meeting.
- ❖ Board Member Dennis C. Moss appointed Claudius A. Carnegie and James L. Bledsoe during the May 25, 2006 MPO Governing Board Meeting.
- ❖ Board Member Joe A. Martinez appointed Bonnie Sterling during the May 25, 2006 MPO Governing Board Meeting.
- ❖ Board Member Richard Steinberg appointed Alan Fishman during the May 25, 2006 MPO Governing Board Meeting.
- ❖ Board Member Ruben D. Almaguer appointed Michael Dunn during the June 22, 2006 MPO Governing Board Meeting.

As per the CTAC By-Laws, any member who intends to be absent from a CTAC meeting shall, unless prevented by unusual circumstances, notify the Secretariat of their intended absence prior to the meeting (Appendix A). Excused absences must meet the criteria set out in section 2-11-39 of Miami-Dade Code, which states:

“Any Board member shall be automatically removed if, in a given fiscal year: (i) he or she is absent from two (2) consecutive meetings without an acceptable excuse; or, (ii) if he or she is absent from three (3) of the board’s meetings without an acceptable excuse. A member shall be deemed absent from a meeting when he or she is not present at the meeting at least seventy-five (75) percent of the time. An “acceptable excuse” is defined as an absence for medical reasons, business reasons, personal reasons, or any other reason which the board, by a two-thirds vote of the membership, deems appropriate.”

The current membership is as follows:

<b>Nominated By/ Term Limit</b>	<b>Appointee</b>	<b>Member Since</b>
Jordan/District 1 (305) 375-5694 9-2008	Emma Pringle (WD)	12/19/00
	Naomi Wright (WD)	6/18/02
Rolle/District 2 (305) 375-4833 9-2006	Daniel Fils-Aime (OD-3)	4/13/99
	Andrea Young (OD-3)	10/07/99
Edmonson/District 3 (305) 375-5393 9-2008	Hudson Gaulman, Jr. (WD)	5/27/04
	VACANT	
Heyman/District 4 (305) 375-5128 9-2006	Mac Glasgow (OD-6)	4/26/01
	David Reiter	5/25/06
Barreiro/District 5 (305) 375-5924 9-2008	VACANT	
	VACANT	
Sosa/District 6 (305) 375-5696 9-2006	VACANT	
	VACANT	
Gimenez/District 7 (305) 375-5680 9-2008	VACANT	
	VACANT	
Sorenson/District 8 (305) 375-5218 9-2006	VACANT	
	Malou C. Harrison (WD-8)	2/24/05
Moss/District 9 (305) 375-4832 9-2008	Claudius A. Carnegie (At-Large)	5/25/06
	James L. Bledsoe (WD)	5/25/06
Souto/District 10 (305) 375-4835 9-2006	Mario Martinez-Malo (WD)	2/5/04
	VACANT	
Martinez/District 11 (305) 375-4834 9-2008	VACANT	
	Bonnie Sterling (At-Large)	5/25/06
Diaz/District 12 (305) 375-4343 9-2006	VACANT	
	VACANT	

<b>Nominated By/ Term Limit</b>	<b>Appointee</b>	<b>Member Since</b>
Seijas/District 13 (305) 375-4831 9-2008	VACANT	
	Ramon Ramos (OD-10)	2/09/95
William H. Kerdyk Dade League of Cities	Ramon Irigoyen	4/29/04
	VACANT	
Ruben D. Almaguer Non-Elec. Off.	Mario Rojas	10/20/05
	Michael Dunn	6/22/06
Darryl K. Sharpton Expressway Authority	Norman Wartman	4/25/92
	VACANT	
Perla T. Hantman School Board	VACANT	
	VACANT	
Richard L. Steinberg Municipalities over 50 K City of Miami Beach	Alan Fishman	5/25/06
	VACANT	
Julio Robaina Municipalities over 50 K City of Hialeah	Rolando Acosta	1/31/02
	Lee Swerdlin	3/22/01
Kevin A. Burns Municipalities over 50 K City of N. Miami	Carline Paul	10/20/05
	Barbara Walters	10/20/05
Linda M. Haskins Municipalities over 50 K City of Miami	VACANT	
	VACANT	
Shirley M. Gibson Municipalities over 50 K City of Miami Gardens	Andrew Burgess	3/18/04
	Marlon L. Kelly, Sr.	4/29/04

The following members resigned during the year:

<b>CTAC Member</b>	<b>Appointed by MPO Board Member</b>
Joseph M. Corradino	Jose Smith
Jose Garrido	Javier Souto
Mike Hatcher	Dennis C. Moss
Steve Nostrand	Richard Steinberg
John Westbrook	Carlos Gimenez
Kenneth A. Carsto	Richard Steinberg
Beatriz Navarro Goudie	Ruben D. Almaguer
Jeffrey Wander	Joe A. Martinez
Richard Pulido	Perla T. Hantman
Frank Hernandez	Bruno Barreiro
Paul J. Schwiep	Katy Sorenson
Frank Zeinali	Carlos Gimenez
Wendy Carr	Darryl Sharpton
Jose Enriquez	Perla T. Hantman

## MEETING LOCATIONS



The majority of full CTAC meetings were televised live and held at the Stephen P. Clark Center in the County Commission Chambers while the subcommittee meetings were held on the 18<sup>th</sup> Floor. Alternate meeting places included:

- ❖ January 25, 2006 - Miami-Dade Expressway Authority (MDX), Board Room, 3790 NW 21 Street, Miami, FL
- ❖ February 8, 2006 - Miami International Airport, Airport Hotel, 7th Floor Conference Room
- ❖ June 14, 2006 - South Florida Regional Transportation Authority (SFRTA), Administrative Offices – Board Room, 800 NW 33rd Street, Suite 100, Pompano Beach, FL
- ❖ July 12, 2006 - Kendall-Tamiami Executive Airport, Airport Administration Building, Main Conference Room, 12800 SW 145 Avenue, Miami, FL
- ❖ July 26, 2006 - City Of Homestead, Council Chambers, 790 N. Homestead Blvd., Homestead, FL
- ❖ September 20, 2006 - City Of Hialeah, Council Chambers - 3rd Floor, 501 Palm Avenue, Hialeah, FL

## CTAC ACTIVITIES

The following were CTAC activities for 2005:

- ❖ Received an update on MDT security's Wackenhut Security issue – January 11, 2006
- ❖ Received an update on the Peoples Transportation Plan (PTP) municipality funds – January 11, 2006
- ❖ Passed Resolution 1-06 requesting the County Manager, in accordance with Ordinance #02-116, negotiate with each new municipality to determine an avenue or avenues through which equitable funding can be sourced – January 25, 2006
- ❖ Received an update from MDX regarding Open Road Tolling – January 25, 2006
- ❖ Received an update on the Miami Intermodal Center (MIC)-Miami International Airport (MIA) Connector – February 8, 2006
- ❖ Received an update on the MIC Earlington Heights and North Corridor – February 8, 2006
- ❖ Passed Resolution 2-06 requesting the Miami Dade Aviation Department (MDAD) and the Board of County Commissioners (BCC) investigate special vertical movement instruments (escalators and elevators) to and from the MIA Mover that can expedite the safe and efficient travel of both the passengers and their carts that are projected to utilize the facility – February 22, 2006

- ❖ Passed Resolution 3-06 recommending that the MPO Governing Board accept and approve the modifications to the alignment for the for the Metrorail Earlington Heights/ Miami Intermodal Center connection as proposed – February 22, 2006
- ❖ Passed Resolution 4-06 recommending that the MPO Governing Board accept and approve the modifications to the alignment for the for the Metrorail North Corridor connection as proposed – February 22, 2006
- ❖ Received a presentation regarding the Unified Planning Work Program (UPWP) Draft Executive Summary – February 22, 2006
- ❖ Received a presentation regarding the Emergency Evacuation Plan – February 22, 2006
- ❖ Received an update on the Krome Avenue Corridor – February 22, 2006
- ❖ Received a presentation regarding the CTAC 2005 Report – February 22, 2006
- ❖ Received a presentation regarding the Red Light, Green Light Program – March 8, 2006
- ❖ Received a presentation regarding FDOT Project Number 4107261 - Southbound On and Off Ramps to I-95 at Northwest 14th Street – March 8, 2006
- ❖ Passed Resolution 5-06 recommending the MPO Governing Board support the Overtown residents' request to not construct FDOT Project Number 4107261 - southbound on and off ramps to I-95 at northwest 14th Street – March 22, 2006
- ❖ Received an update on the Traffic Signal Improvements (Advanced Transportation Management System) – March 22, 2006
- ❖ Received an update on the CTAC Working List – March 22, 2006
- ❖ Received a presentation regarding ADA compliance during the construction phase – April 5, 2006
- ❖ Passed Resolution 6-06 recommending the MPO Governing Board adopt the FY 2006-2007 UPWP – April 26, 2006
- ❖ Passed Resolution 7-06 recommending the MPO Governing Board adopt the FY 2007-2011 TIP and exclude FDOT Project Number 4107261 - southbound on and off ramps to I-95 at northwest 14th Street from the TIP – April 26, 2006
- ❖ Passed Resolution 8-06 recommending the MPO Governing Board adopt Alternative 5; Metrorail Extension from the Dadeland South Metrorail station to Florida City as the LPA for the South Link project – April 26, 2006
- ❖ Received a presentation regarding the WalkSafe program – April 26, 2006
- ❖ Passed Resolution 9-06 recommending the MPO Governing Board support the WalkSafe program for Miami-Dade county public schools (M-DCPS) and advising the board that the Committee is making an inquiry to the M-DCPS Superintendent's office to encourage them to strongly support this program and ensure its implementation district wide.
- ❖ Received a presentation regarding the SunGuide's SmarTraveler 511 Program - April 26, 2006
- ❖ Received a presentation regarding the 2006 Transit Development Program – May 10, 2006
- ❖ Received a presentation regarding the Grade Separation Study - May 10, 2006
- ❖ Received a presentation regarding the Public works department's role in the WalkSafe Program - May 10, 2006
- ❖ Received an update on school flashers/signage for public schools - May 10, 2006

- ❖ Elected new Officers: Norman Wartman, Chair; Naomi Wright, First Vice Chair; and Barbara Walters, Second Vice Chair – May 24, 2006
- ❖ Passed Resolution 11-06 recognizing and commending Mr. Michael Hatcher for his time, effort, and many contributions he has made over the years to CTAC, especially in the capacity of Chair from 2004 – 2006 – May 24, 2006
- ❖ Received remarks from the Federal Highway Administration’s Transportation Planner, LeeAnn Jacobs – May 24, 2006
- ❖ Received a presentation regarding the Transportation Improvement Program (TIP) Citizen’s Version – May 24, 2006
- ❖ Received a presentation regarding the Miami Streetcar Project – May 24, 2006
- ❖ Received a presentation regarding the Annual Public Service Announcement (PSA) Contest Winners – May 24, 2006
- ❖ Held a Regional Citizens Advisory Committee meeting with the Palm Beach, Broward, and Miami-Dade MPOs where the following items were presented on June 14, 2006:
  - SUNGUIDE’S SMARTRAVELER 511 – Mr. Mike Millard, SmarTraveler
  - SR-7 FAST BUS PROJECT – Mr. Jeff Weidner, FDOT District IV Project Manager
  - CONSUMER INFORMATION NETWORK (CIN) SYSTEM – Ms. Ruby Hemingway-Adams, Miami-Dade Transit Assistant Director, Customer Development
  - SOUTH FLORIDA EAST COAST TRANSIT CORRIDOR STUDY – Mr. Carlos Cejas, Gannett Fleming Project Manager
  - REGIONAL LONG RANGE TRANSPORTATION PLAN (LRTP) UPDATE – Mr. Randy Whitfield, P.E., Palm Beach MPO Director
- ❖ Passed Resolution 10-06 recommending the MPO Governing Board endorse the MDT 2006 TDP Update for FY 2007-2011 – June 21, 2006
- ❖ Received a presentation regarding the 79th Street Project Development & Environment Study – June 21, 2006
- ❖ Received a presentation regarding the Miami-Dade Transit (MDT) Metrorail/Metrobus Incident Management Procedures (Bus Bridges) – June 21, 2006
- ❖ Received a presentation regarding the Kendall-Tamiami Executive Airport Runway Expansion Project – July 12, 2006
- ❖ Received a presentation regarding the Opa-Locka Executive Airport’s New Air Traffic Control Tower – July 12, 2006
- ❖ Received a presentation regarding the Opa-Locka Executive Airport’s Improvements for the Super Bowl – July 12, 2006
- ❖ Received a presentation regarding the Homestead General Airport – July 12, 2006
- ❖ Passed Resolution 12-06 requesting the Miami Dade Aviation Department (MDAD) preserve the right-of-way along SW 120th Street from SW 137th Avenue to SW 157th Avenue to accommodate potential future development in the area and that the Miami-Dade County Public Works Department (PWD) perform a study to determine the feasibility of expanding this roadway as growth continues – July 26, 2006

- ❖ Passed Resolution 13-06 requesting the Board of County Commissioners (BCC) oppose the current residential development proposal, approved by Community Council #11, for the northwest area adjacent to the Kendall-Tamiami Airport and restore the State of Florida's zoning ordinance for commercial development to ensure the safety and well-being of both the residents and the airport – July 26, 2006
- ❖ Received a presentation regarding the Homestead Extension Of The Florida's Turnpike (HEFT) Widening - Us 1 To Us 1 Concept Study – July 26, 2006
- ❖ Passed Resolution 14-06 requesting the FDOT, FTE, MDT, MDPWD, with the support from the surrounding municipalities, perform a joint study of the crossroad area where the turnpike empties into US-1 down to Card Sound Road including Krome Avenue and SW 344th Street to determine the most effective and efficient manner in which to develop the transportation system as growth continues in that area – July 26, 2006
- ❖ Received a presentation regarding the 79th Street Project Development & Environment Study – August 9, 2006
- ❖ Received an update regarding the Metrorail North Corridor – August 9, 2006
- ❖ Received a presentation regarding the Special Use Lanes: Congestion By-Pass Shoulder Lanes – August 23, 2006
- ❖ Received an update regarding the Miami-Dade Transit Marketing – August 23, 2006
- ❖ Passed Resolution 15-06 requesting the Metropolitan Planning Organization (MPO) Governing Board include the FDOT's SR-934/NW/NE 81st/82nd Street project in the LRTP as a Capacity/Transit project – August 23, 2006
- ❖ Passed Resolution 16-06 supporting the Florida Turnpike Enterprises' (FTE) efforts to increase its bonding capacity and requesting to modify the terms of the bond from cumulative debt to outstanding debt – August 23, 2006
- ❖ Received a presentation regarding the High Occupancy Vehicle (HOV) Lanes along I-95 – September 6, 2006
- ❖ Received an update regarding the WalkSafe Program: Public Works Department Work Orders – September 6, 2006
- ❖ Received a presentation regarding the Citizens Independent Transportation Trust (CITT) Ordinance #061819 – September 6, 2006
- ❖ Tabled Resolution 17-06 requesting the Miami-Dade Public Works Department reestablish their top priority to complete work orders, provided by the WalkSafe Program, for schools in need of repairs and maintenance of any and all damages to ensure children have safe access to and from school – September 20, 2006
- ❖ Passed Resolution 18-06 requesting the Board of County Commissioners (BCC) adopt the Citizens Independent Transportation Trust's (CITT) Ordinance 061819 amending section 2-1421 of the Code of Miami-Dade County and also reconsider Ordinances 061818 and 061815 amending section 2-1421 of the Code of Miami-Dade County – September 20, 2006
- ❖ Received a presentation regarding the South Florida Vanpool Program (SFVP) Transition Plan – September 20, 2006
- ❖ Received an update regarding the Miami International Airport (MIA) North Terminal Development (NTD) Program – September 20, 2006
- ❖ Received an update regarding the South Florida East Coast Corridor Transit Analysis Study (SFECCTAS) – October 4, 2006

- ❖ Received a presentation regarding the Kendall Link Study Alternatives Screening – October 4, 2006
- ❖ Received a presentation regarding the widening of the Homestead Extension of the Turnpike from SR 874 to SR 836 PD&E Study – October 18, 2006
- ❖ Received a presentation regarding the Community Characteristics Project – October 18, 2006
- ❖ Overturned Resolution 19-06 opposing the continuation of the SFEC Study being conducted by the Florida Department of Transportation (FDOT) and its affiliated regional and county transportation agencies due to the exorbitant cost of the Study and the lack of information presented to the Committee – October 18, 2006
- ❖ Passed Resolution 20-06 recognizing and commending Mr. Frank Hernandez for his time, effort, and many contributions he has made over the years to CTAC, especially in the capacity of Chair from 2001 – 2004 – October 18, 2006
- ❖ Passed Resolution 21-06 supporting the continuation of the SFEC Study, being conducted by the FDOT and its affiliated regional and county transportation agencies, to determine the feasibility of providing passenger service along the corridor – October 18, 2006
- ❖ Received a presentation regarding the MDT Bus Shelter’s System Wide Standards – November 8, 2006
- ❖ Received an update regarding the WalkSafe Program – Public Works Department Work Orders Update – November 8, 2006
- ❖ Received a presentation regarding the Unified Planning Work Program (Upwp) Call For Ideas – December 13, 2006
- ❖ Received a presentation regarding the pigeon infestation at Metrorail stations – December 13, 2006
- ❖ Passed Resolution 22-06 recommends the MPO Governing Board request Miami-Dade County and all municipalities establish a working group to develop system wide standards for bus shelters to protect riders from the elements and to ensure their comfort level – December 13, 2006
- ❖ Passed Resolution 23-06 recommending all transportation facilities that are new or to be retrofitted, especially future Metrorail stations, comply with an architectural design criteria that takes into account the restrictions necessary to prevent the infestation of pigeons and other potential pests – December 13, 2006
- ❖ Passed Resolution 24-06 recommending Miami-Dade Transit (MDT) take the necessary steps to mitigate pigeon infestations at Metrorail stations without the use of lethal methods and continue exploring new and improved alternatives to address this issue – December 13, 2006
- ❖ Passed Resolution 25-06 congratulating Mr. Servando Parapar on his successful tenure at both the FDOT District VI and MDX and wishes him well in his retirement – December 13, 2006

**RESOLUTION ACTIONS**

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 1-06	RESOLUTION REQUESTING THE COUNTY MANAGER, IN ACCORDANCE WITH ORDINANCE #02-1116, NEGOTIATES WITH EACH NEW MUNICIPALITY TO DETERMINE AN AVENUE OR AVENUES THROUGH WHICH EQUITABLE FUNDING CAN BE SOURCED	1/25/06	Resolution submitted to the CITT and the MPO Governing Board during their January 26 <sup>th</sup> meeting.	Still pending
CTAC 2-06	RESOLUTION REQUESTING THE MIAMI DADE AVIATION DEPARTMENT (MDAD) AND THE BOARD OF COUNTY COMMISSIONERS (BCC) INVESTIGATE SPECIAL VERTICAL MOVEMENT INSTRUMENTS (ESCALATORS AND ELEVATORS) TO AND FROM THE MIA MOVER THAT CAN EXPEDITE THE SAFE AND EFFICIENT TRAVEL OF BOTH THE PASSENGERS AND THEIR CARTS THAT ARE PROJECTED TO UTILIZE THE FACILITY	2/22/06	Resolution submitted to MDAD and the MPO Governing Board during their February 23 <sup>rd</sup> meeting.	MDAD stated that these instruments will be incorporated in the facility.
CTAC 3-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ACCEPT AND APPROVE THE MODIFICATIONS TO THE ALIGNMENT FOR THE METRORAIL EARLINGTON HEIGHTS/ MIAMI INTERMODAL CENTER CONNECTION AS PROPOSED	2/22/06	Resolution submitted to MDT and the MPO Governing Board during their March 23 <sup>rd</sup> meeting.	Modifications to the alignment were made.
CTAC 4-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ACCEPT AND APPROVE THE MODIFICATIONS TO THE ALIGNMENT FOR THE METRORAIL NORTH CORRIDOR CONNECTION AS PROPOSED	2/22/06	Resolution submitted to MDT and the MPO Governing Board during their March 23 <sup>rd</sup> meeting.	Modifications to the alignment were made.
CTAC 5-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD SUPPORT THE OVERTOWN RESIDENTS' REQUEST TO NOT CONSTRUCT FDOT PROJECT NUMBER 4107261 - SOUTHBOUND ON AND OFF RAMPS TO I-95 AT NORTHWEST 14TH STREET	3/22/06	Resolution submitted to the MPO Governing Board during their March 23 <sup>rd</sup> meeting.	Project was eliminated
CTAC 6-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPT THE FY 2006-2007 UNIFIED PLANNING WORK PROGRAM (UPWP)	4/26/06	Resolution submitted to the MPO Governing Board during their May 25 <sup>th</sup> meeting.	The UPWP was adopted by the MPO Governing Board

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 7-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPT THE FY 2007-2011 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) WITH THE EXCLUSION OF THE EXCLUSION OF FDOT PROJECT NUMBER 4107261 - SOUTHBOUND ON AND OFF RAMP TO I-95 AT NORTHWEST 14TH STREET	4/26/06	Resolution submitted to the MPO Governing Board during their May 25 <sup>th</sup> meeting.	The TIP was adopted by the MPO Governing Board
CTAC 8-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ADOPT ALTERNATIVE 5: METRORAIL EXTENSION FROM THE DADELAND SOUTH METRORAIL STATION TO FLORIDA CITY AS THE LOCALLY PREFERRED ALTERNATIVE (LPA) FOR THE SOUTH MIAMI-DADE TRANSIT CORRIDOR ALTERNATIVE ANALYSIS (SOUTH LINK) STUDY	4/26/06	Resolution submitted to the MPO Governing Board during their May 25 <sup>th</sup> meeting.	The MPO Governing Board adopted rejected Alternative 5 for Alternative 6.
CTAC 9-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD SUPPORT THE WALKSAFE PROGRAM FOR MIAMI-DADE COUNTY PUBLIC SCHOOLS (M-DCPS) AND ADVISING THE BOARD THAT THE COMMITTEE IS MAKING AN INQUIRY TO THE M-DCPS SUPERINTENDENT'S OFFICE TO ENCOURAGE THEM TO STRONGLY SUPPORT THIS PROGRAM AND ENSURE ITS IMPLEMENTATION DISTRICT WIDE	4/26/06	Resolution submitted to Miami-Dade County Public Schools Superintendent, Dr. Rudolph F. "Rudy" Crew, and to the MPO Governing Board during their May 25 <sup>th</sup> meeting.	The WalkSafe Program was implemented countywide during the annual Walk to School week
CTAC 10-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD ENDORSE THE MIAMI-DADE TRANSIT (MDT) 2006 TRANSIT DEVELOPMENT PLAN (TDP) UPDATE	6/21/06	Resolution submitted to MDT and the MPO Governing Board during their March 23 <sup>rd</sup> meeting.	The TDP was adopted by the MPO Governing Board
CTAC 11-06	RESOLUTION RECOGNIZING AND COMMENDING MR. MICHAEL HATCHER FOR HIS TIME, EFFORT, AND MANY CONTRIBUTIONS HE HAS MADE OVER THE YEARS TO THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC) ESPECIALLY IN THE CAPACITY OF CHAIR FROM 2004 - 2006	5/24/06	Resolution submitted to Michael Hatcher during the June 21 <sup>st</sup> CTAC meeting	NA

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 12-06	RESOLUTION REQUESTING THE MIAMI DADE AVIATION DEPARTMENT (MDAD) PRESERVE THE RIGHT-OF-WAY ALONG SW 120th STREET FROM SW 137TH AVENUE TO SW 157TH AVENUE TO ACCOMMODATE POTENTIAL FUTURE DEVELOPMENT IN THE AREA AND THAT THE MIAMI-DADE COUNTY PUBLIC WORKS DEPARTMENT (PWD) PERFORM A STUDY TO DETERMINE THE FEASIBILITY OF EXPANDING THIS ROADWAY AS GROWTH CONTINUES	7/26/06	Resolution submitted to the TPC on September 11 <sup>th</sup> and the MPO Governing Board during their September 28 <sup>th</sup> meeting.	The PWD is in the process of allocating funds in order to initiate the Consultant selection process for this study.
CTAC 13-06	RESOLUTION REQUESTING THE BOARD OF COUNTY COMMISSIONERS (BCC) OPPOSE THE CURRENT RESIDENTIAL DEVELOPMENT PROPOSAL, APPROVED BY COMMUNITY COUNCIL #11, FOR THE NORTHWEST AREA ADJACENT TO THE KENDALL-TAMIAMI AIRPORT AND RESTORE THE STATE OF FLORIDA'S ZONING ORDINANCE FOR COMMERCIAL DEVELOPMENT TO ENSURE THE SAFETY AND WELL-BEING OF BOTH THE RESIDENTS AND THE AIRPORT	7/26/06	Resolution submitted to the BCC Zoning Board on September 28 <sup>th</sup> .	The proposal is still pending with the BCC.
CTAC 14-06	RESOLUTION REQUESTING THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT), THE FLORIDA'S TURNPIKE ENTERPRISE (FTE), MIAMI-DADE TRANSIT (MDT), AND MIAMI-DADE PUBLIC WORKS DEPARTMENT (MDPWD), WITH THE SUPPORT FROM THE SURROUNDING MUNICIPALITIES, PERFORM A JOINT STUDY OF THE CROSSROAD AREA WHERE THE TURNPIKE EMPTIES INTO US-1 DOWN TO CARD SOUND ROAD INCLUDING KROME AVENUE AND SW 344TH STREET TO DETERMINE THE MOST EFFECTIVE AND EFFICIENT MANNER IN WHICH TO DEVELOP THE TRANSPORTATION SYSTEM AS GROWTH CONTINUES IN THAT AREA	7/26/06	Resolution submitted to the TPC on September 11 <sup>th</sup> and the MPO Governing Board during their September 28 <sup>th</sup> meeting.	The TPC is in the process of determining what course of action is best for this request, especially since it would be a multi-agency effort.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 15-06	RESOLUTION REQUESTING THE METROPOLITAN PLANNING ORGANIZATION (MPO) GOVERNING BOARD INCLUDE THE FLORIDA DEPARTMENT OF TRANSPORTATION'S (FDOT) SR-934/NW/NE 81ST/82ND STREET PROJECT IN THE LONG RANGE TRANSPORTATION PLAN (LRTP) AS A CAPACITY/TRANSIT PROJECT	8/23/06	Resolution submitted to the TPC on September 11 <sup>th</sup> and the MPO Governing Board during their September 28 <sup>th</sup> meeting.	The project was placed in the LRTP's Needs Plan
CTAC 16-06	RESOLUTION SUPPORTING LEGISLATION TO ALLOW THE FLORIDA TURNPIKE ENTERPRISE (FTE) TO RAISE THEIR BOND LIMIT AS DEEMED APPROPRIATE AND TO MODIFY THE TERMS OF THE BONDING LEGISLATION CALCULATING ALLOWABLE DEBT FROM CUMULATIVE DEBT TO OUTSTANDING DEBT	8/23/06	Resolution submitted to the TPC on September 11 <sup>th</sup> and the MPO Governing Board during their September 28 <sup>th</sup> meeting.	This Resolution was forwarded to the Florida's Turnpike to use as support in their efforts to raise their bond limit.
CTAC 17-06	RESOLUTION REQUESTING THE MIAMI-DADE PUBLIC WORKS DEPARTMENT REESTABLISH THEIR TOP PRIORITY TO COMPLETE WORK ORDERS, PROVIDED BY THE WALKSAFE PROGRAM, FOR SCHOOLS IN NEED OF REPAIRS AND MAINTENANCE OF ANY AND ALL DAMAGES TO ENSURE CHILDREN HAVE SAFE ACCESS TO AND FROM SCHOOL	Tabled	NA	NA
CTAC 18-06	RESOLUTION REQUESTING THE BOARD OF COUNTY COMMISSIONERS (BCC) ADOPT THE CITIZENS INDEPENDENT TRANSPORTATION TRUST'S (CITT) ORDINANCE 061819 AMENDING SECTION 2-1421 OF THE CODE OF MIAMI-DADE COUNTY AND ALSO RECONSIDER ORDINANCES 061818 AND 061815 AMENDING SECTION 2-1421 OF THE CODE OF MIAMI-DADE COUNTY	9/20/06	NA	The BCC pulled this item from their agenda.
CTAC 19-06	RESOLUTION OPPOSING THE CONTINUATION OF THE SOUTH FLORIDA EAST COAST CORRIDOR (SFECC) STUDY BEING CONDUCTED BY THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) AND ITS AFFILIATED REGIONAL AND COUNTY TRANSPORTATION AGENCIES	Overtuned	NA	NA

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 20-06	RESOLUTION RECOGNIZING AND COMMENDING MR. FRANK HERNANDEZ FOR HIS TIME, EFFORT, AND THE MANY CONTRIBUTIONS HE HAS MADE OVER THE YEARS TO THE CITIZENS' TRANSPORTATION ADVISORY COMMITTEE (CTAC) ESPECIALLY IN THE CAPACITY OF CHAIR FROM 2001 - 2004	10/18/06	Resolution was presented to Mr. Hernandez during a Special Awards Ceremony.	NA
CTAC 21-06	RESOLUTION SUPPORTING THE CONTINUATION OF THE SOUTH FLORIDA EAST COAST CORRIDOR (SFECC) STUDY BEING CONDUCTED BY THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) AND ITS AFFILIATED REGIONAL AND COUNTY TRANSPORTATION AGENCIES	10/18/06	Resolution submitted to the MPO Governing Board during their December 7 <sup>th</sup> meeting.	The MPO Governing Board passed a Resolution to continue their support for funding for Tier II for the SFECC Study.
CTAC 22-06	RESOLUTION RECOMMENDING THE MPO GOVERNING BOARD REQUEST MIAMI-DADE COUNTY AND ALL MUNICIPALITIES ESTABLISH A WORKING GROUP TO DEVELOP SYSTEM WIDE STANDARDS FOR BUS SHELTERS TO PROTECT RIDERS FROM THE ELEMENTS AND TO ENSURE THEIR COMFORT LEVEL	12/13/06	Draft resolution submitted to the MPO Governing Board during their December 7 <sup>th</sup> meeting.	An Ad Hoc committee has been established to create criteria for systemwide standards for bus shelters.
CTAC 23-06	RESOLUTION RECOMMENDING ALL TRANSPORTATION FACILITIES THAT ARE NEW OR TO BE RETROFITTED, ESPECIALLY FUTURE METRO RAIL STATIONS, COMPLY WITH AN ARCHITECTURAL DESIGN CRITERIA THAT TAKES INTO ACCOUNT THE RESTRICTIONS NECESSARY TO PREVENT THE INFESTATION OF PIGEONS AND OTHER POTENTIAL PESTS	12/13/06	Resolution submitted to MDT and GSA for consideration. This Resolution will be submitted to the MPO Governing Board at their next meeting.	Still pending.

RESO NO.	RESOLUTION	DATE ADOPTED	ACTION TAKEN	FINAL RESULT
CTAC 24-06	RESOLUTION RECOMMENDING MIAMI-DADE TRANSIT TAKE THE NECESSARY STEPS IMMEDIATELY TO MITIGATE PIGEON INFESTATIONS AT METRO-RAIL STATIONS WITHOUT THE USE OF LETHAL METHODS AND TO CONTINUE EXPLORING NEW AND IMPROVED ALTERNATIVES TO ADDRESS THIS ISSUE	12/13/06	Resolution submitted to MDT and GSA for consideration. This Resolution will be submitted to the MPO Governing Board at their next meeting.	MDT and GSA will be updating the CTAC on their findings and decisions on how to mitigate the current pigeon infestations at Metrorail stations.
CTAC 25-06	RESOLUTION CONGRATULATING MR. SERVANDO PARAPAR ON HIS SUCCESSFUL TENURE AT BOTH THE MIAMI-DADE EXPRESSWAY AUTHORITY (MDX) AND THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) DISTRICT VI AND WISHING HIM WELL AS HE GOES INTO RETIREMENT	12/13/06	Resolution submitted to Mr. Parapar	NA



## **CITIZENS' INDEPENDENT TRANSPORTATION TRUST**

### **Section 1: Board's Mission**

The CITT monitors, oversees, reviews, audits, and investigates the implementation of the transportation and transit projects listed in any levy of the Charter County Transit System Sales Surtax (Surtax), and all other projects funded in whole or in part with the Surtax.

### **Section 2: Board's Performance Measures**

The measures in which the CITT can determine its effectiveness in achieving its stated goals can be judged by the success of the implementation of the PTP. To date, the CITT has reviewed, modified or approved all contracts that have been presented. The CITT has been operating under the financial projections of MDT and the PWD in determining which projects and contracts to approve. Since the inception of the CITT, we have been extremely concerned with the financial projections from MDT and the PWD. The CITT has been reviewing and approving contracts that have not been validated by our financial consultant. The pro forma has been modified on several occasions and has adjusted several PTP projects in order to remain fiscally stable.

### **Section 3: Accomplishments for the Past Twelve Months**

- The CITT hosted a Municipal Workshop attended by municipal more than 30 representatives to discuss compliance with the Interlocal agreements with the County, to provide on-going legal and financial information, and to maintain open lines of communications.
- Revised Interlocal Agreement (ILA) with municipalities receiving Surtax Funds. The revised ILA will allow staff to better monitor the expenditure of Surtax funds by the cities.

### **Section 4: Accomplishments Since Inception**

- To date, the CITT has voted on 461 Miami-Dade Transit and Public Works PTP related contracts with an estimated value of \$3,719,302,675.00, which utilize \$1,049,520,537.00 in Surtax

funds. These contracts make it possible to complete the PTP projects listed in Exhibit 1 of the County Ordinance.

- The CITT obtained Board of County Commissioners approval to hire an independent financial consultant that has reviewed Miami-Dade Transit's pro forma and submitted findings.
- In the spirit of continuous improvement and best practices, the CITT streamlined its committee process by combining the Project Review and Budget and Finance Committees.
- To date, Staff has forwarded \$144,739,720.00 to the municipalities for the implantation of the PTP. The municipalities receive a 20% share of the total Surtax collected.
- The CITT and its support staff have facilitated the approval of four amendments to the PTP:
  - Procurement of 12 Metromover vehicles and the retrofit and rehab of the remaining 17 Metromover vehicles
  - Inclusion of Paratransit/Special Transportation Services as an eligible project for Surtax funds in an amount not to exceed \$55.4 million and set to expire on April 1, 2010
  - Amending the PWD 2-Year Plan by removing school flashing signals from the Commission Districts' yearly allocation and reassigning it to the Countywide neighborhood improvements section
  - Authorizing the use of surtax funds for MDT services in existence as of November 5, 2002, for fiscal years 01-02, 02-03, 03-04, and subsequent fiscal years under certain conditions

#### **Section 5: Anticipated Future Accomplishments**

Continue to monitor, oversee, review, audit, and investigate the implementation of the transportation and transit projects listed in any levy of the Charter County Transit System Sales Surtax (Surtax), and all other projects funded in whole or in part with the Surtax.

#### **Section 6: Additional Comments**

We believe that the CITT has created a solid foundation upon which the surtax funds can be distributed through the PTP. The CITT has worked to establish its independence through working with its independent financial consultant and will continue to work with the BCC, MDT and the PWD to provide the best oversight. As

stated above, the CITT struggles with the restrictions of the Ordinance and will continue to address those problems. The CITT has also worked closely with other boards involved in transportation, such as CTAC, the MPO, and several community organizations.

The CITT is a unique Board with a very precise mission to oversee the surtax. While the CITT has worked in cooperation with all other boards and departments, I believe the CITT is the only Trust that can satisfy the needs for which it was established.



**CITIZENS' INDEPENDENT TRANSPORTATION TRUST**  
**NOMINATING COMMITTEE**

**Section 1: Board's Mission:**

The People's Transportation Plan (PTP) specifies that an 18 member Nominating Committee shall be established to select slates of four (4) candidates for membership on the Citizens' Independent Transportation Trust (CITT) and forward the slates to the Mayor, Board of County Commissioners, and to the Miami-Dade County League of Cities for their respective selections.

**Section 2: Board's Performance Measures**

The measures in which the CITT Nominating Committee can determine its effectiveness in achieving its stated goals can be judged by the success of the qualified slates of candidates it forwards to the Board of County Commissioners, the Mayor, and the Miami-Dade County League of Cities.

**Section 3: Accomplishments Since Inception and Future Accomplishments:**

The Nominating Committee has provided the Board of County Commissioners, the Mayor and the Miami-Dade County League of Cities slates to fill vacancies occurring in the CITT over the last four (4) years. It will continue to meet, on an as needed basis, to provide the necessary slate of candidates.

**Section 4: Additional Comments**

The People's Transportation Plan (PTP) is a 30-year comprehensive transportation plan that encompasses a wide array of public works, transit, and neighborhood improvements. The CITT Nominating Committee has created a strong foundation in the selection of potential CITT members.



**EAST-WEST CORRIDOR CITIZENS AND BUSINESS ADVISORY COMMITTEE  
(CBAC)**

The East-West Corridor Citizens and Business Advisory Committee (CBAC) was created on September 12, 2006 by County Resolution R-960-06.

The purpose of the East-West CBAC is to:

- a. Monitor and review the implementation of the East-West Corridor Project;
- b. Seek input and support from the public and private sectors during the development of the East-West Corridor, and create a forum for community discussions; and
- c. File a quarterly report with the regional transportation committee detailing recommendations regarding the implementation of the East-West Corridor.

The East-West CBAC requires a minimum of 14 and a maximum of 24 members. To date, only 11 members have been appointed. Because there have not been any meetings, there are no board performance measures, accomplishments for past twelve months, or accomplishments since inception.

The board is currently awaiting appointments from Mayor- Carlos Alvarez; Commission District 11- Joe A. Martinez; and Commission District 12- Jose "Pepe" Diaz.



## Freight Transportation Advisory Committee

### Section 1 Board's Mission

The mission of the Miami-Dade MPO Freight Transportation Advisory Committee (FTAC) is to advise the MPO Board to promote and advance freight and goods movement throughout Miami-Dade County.

### Section 2 Board's Performance Measures

FTAC will carry out its mission by involving stakeholders of all modes, identifying freight and goods movement constraints, seeking opportunities for enhancing freight transportation, proposing improvements, promoting security in freight movement, and by participating in the MPO transportation planning process.

FTAC will promote and advance transportation improvements that facilitate and preserve the movement of freight and goods through and within Miami-Dade metropolitan area and the South Florida region.

FTAC will look for opportunities in improving travel on highways, in bettering access to the cargo-handling areas of the Airport, the Seaport, and the Port of the Miami River, and in improving access to intermodal terminals. It will promote enhancing intersection and roadway design to better accommodate trucks, and work with rail and surface interests to improve rail-highway crossings. It will work towards strengthening shipping security at major portals. It will pursue opportunities for improving shipments and deliveries to local businesses and industries.

FTAC will work with local, state, and federal agencies and officials to maintain, update, and improve the freight transportation infrastructure crucial to a healthy Miami-Dade and South Florida economy.

### Section 3 Accomplishments for Past Twelve Months

- Held 10 meetings working specifically on freight related transportation issues.
- Worked with the Port to host two conferences on the freight access to the Port.
- Led a political effort to amend the TIP and the LRTP to include the 6<sup>th</sup> Street Slip Ramp on to I-95, which was deemed necessary to provide another means of access into downtown Miami.
- Served as the technical committee for a consultant conducted study for building a freight yard at the Port of Miami including a rail tunnel through downtown. The study was requested by the MPO Board to remove cargo movement from trucking to rail.
- Conducted a political action campaign to gain funding for the second phase of the 25<sup>th</sup> Street Viaduct
- Worked with FDOT to show them the actual freight movement in and out of the MIA to understand why FDOT's phasing would not work for freight movement into and out of the air cargo area.

- Worked with FDOT to assure that no truck restrictions went into effect as part of the reconstruction with the managed lanes
- Creating a job fair for the Overtown Community for low skilled jobs in cargo, warehousing, and trucking.
- Served as the technical committee to the truck route study to develop improvements for streets that would be designated for truck routes.
- Passed two resolutions against putting the baseball stadium downtown with access improvements and to make sure that there were no impacts to truck routes to the Port.

Section 4      Accomplishments Since Inception

The committee is only 1.5 years old.

Section 5      Anticipated Future Accomplishments  
Conduct the Job Fair in October.

Section 6      Additional Comments  
None

**Port of Miami Crane Management, Inc.  
GOE Workshop Presentation Agenda  
Monday, July 23, 2007 at 1:00 p.m.**

**Section 1**     **Board's Mission:** The mission of the Board of Directors for the Port of Miami Crane Management, Inc., ("Crane Management") is to oversee the management and maintenance of the *Seaport's gantry container handling cranes and related equipment* (the 'Cranes').

**Section 2**     **Board's Performance Measures:** To effectively and efficiently manage the Seaport gantry cranes and provide the Seaport with efficient Crane operations and management of Crane related-projects.

**Section 3**     **Accomplishments for Past Twelve Months:** Operating more efficiently through an improved maintenance program, upgrade of Cranes, implementing an electronic asset management system and increase Crane uptime. The Board has additionally overseen the Crane Management's expenses which are currently 15% under the Seaport approved budget for this fiscal year, FY2007.

**Section 4**     **Accomplishments since Inception**  
Crane Management was incorporated in August 22, 1999; the Board was appointed and has implemented the Board of County Commissioners (the 'BCC') approved Business Plan, hired a Chief Executive and efficiently has managed the Seaport gantry Cranes through increased Crane uptime and efficient container handling, the loading and unloading of containers from container ships calling at the Seaport.

**Section 5**     **Anticipated Future Accomplishments**  
As the Seaport's project manager for crane related projects, the Board has overseen the performance of Crane Management staff which is currently engaged in procuring additional Super Post-panamax cranes (the same as the new white and teal cranes) for the Seaport. Crane Management additionally anticipates managing such projects as;

1. Completion of cranes no. 4-10 upgrade,
2. Final electrification of cranes no. 7-10,
3. Painting of cranes no. 4-10,
4. Final implementation of complete electronic asset management and maintenance system.

And not forgetting its principal role to manage the maintenance of the Seaport gantry cranes, the Board will insure staff operates more efficiently, cost effective and works within the Seaport approved fiscal budget.

**Section 6**     **Additional Comments**  
The Board ensures that the Seaport's shipping lines such as Maersk, China Shipping, APL, Seaboard, CMA-CGM, MOL, Hapag-Lloyd, OOCL, Evergreen and other critical shipping lines to our South Florida economy can efficiently operate their import and export container business. And, through this efficient and cost effective operation, a lower cost of consumer goods in our region is insured.



Report for Boards Workshop

## **Transportation Aesthetics Review Committee (TARC)**

of The Metropolitan Planning Organization (MPO)

### Section 1 Board's Mission

To ensure that high visibility transportation projects are reviewed for their aesthetic impact on the community before contracts are finalized, and to advise the MPO Board on aesthetic aspects of transportation projects.

The Governing Board of the Metropolitan Planning Organization (MPO) directed that the TARC be a permanent committee included as part of the MPO review process.

### Section 2 Board's Performance Measures

The performance measures are preparing and delivering the TARC agenda packages within at least 6 days of the meeting. The other is to conduct a minimum of 9 project reviews per year.

### Section 3 Accomplishments for Past Twelve Months

The Transportation Aesthetics Review Committee:

- Reviewed 12 projects
- Passed 10 resolutions, providing findings and recommendations for projects they reviewed
- Received reports on 4 additional projects or programs
- Submitted a UPWP proposal which would have been the next project funded were there enough money
- Co-hosted the TIP Interactive Public Meeting
- Updated TARC PowerPoint presentation on TARC design principles and projects they review which exemplify those principles
- Provided updated TARC PowerPoint presentation at the public meeting for MPO's
- TARC Chair presented a report summarizing its activities at six MPO Governing Board meetings

### Section 4 Accomplishments Since Inception

In addition to reviewing similar number of projects and providing similar number of resolutions for different projects each year since its inception in 1994, TARC

representatives met with agency leaders to explain what TARC does and to improve communication between agencies and TARC. They also met with, and received support from, Miami-Dade County's Surface Transportation Manager. for standard aesthetics and urban design language and requirements in procurement documents for transportation projects for Miami-Dade County.

The TARC developed a specific Design Mission Statement and Set of Principles which guide their review of projects. Please see those attachments

TARC held training sessions for agency (including Seaport, MD Public Works, MD Transit, and FDOT District VI project managers providing illustrations of the TARC principles and how to integrate them into projects. It organized and held special workshops including one on landscaping in water retention areas, inviting various departments and professional engineering organizations.

#### Section 5 Anticipated Future Accomplishments

The TARC expects to review more projects in the coming year than in the last 12 months. Long range, they also plan to return to agencies with updated PowerPoint presentations, and to prepare an information booklet about TARC. They also plan to help oversee a project which deals with Enhancements for Bridges, Overpasses, and areas beneath Overpasses.

#### Section 6 Additional Comments

None

# **TRANSPORTATION AESTHETIC REVIEW COMMITTEE**

## **DESIGN MISSION STATEMENT**

The Transportation Aesthetics Review Committee believes that public transportation and infrastructure should be an asset to the community it serves not only as a means of moving large numbers of people with speed and efficiency but as well as a source of community pride through excellent, meaningful design.

Bridges must span rivers and stir the imagination; highways must connect people and have visual interest; transit systems must be state of the art and artistically challenging. Infrastructure must be safe and practical and beautiful, dynamic and playful.

As Dade County begins planning for infrastructure and transportation projects for the next millennium, the Transportation Aesthetics Review Committee wishes to set a new standard of design excellence which will be put into effect from the planning phase through build-out of these significant projects.

Because infrastructure is more than utility, these projects must also be instrumental in creating a sense of place; they are the cultural systems that connect communities together. Creative problem solving through innovative collaborations can help create places of magic that nurture our culture, manifesting the image of the city. Projects must seek a design continuity that relates to and harmonizes with the built and natural landscape. Preservation of the environment, preservation of the heritage of Dade County and humanization of the transportation system should be seen as major goals of the design team.

Major infrastructure projects offer the opportunity to shape landscape and cities. The challenge is to create memorable images that transform the commonplace to the extraordinary by applying unconventional approaches to design solutions that broaden the palette of traditional responses to infrastructure form and function. A value added approach to transportation and infrastructure projects is the objective which in turn creates places whose value to the community increases over time.

A collaborative process which involves the thinking of artists, landscape architects, historians, urban designers as well as engineers and architects in a team approach can enlarge, enhance and enlighten the design process. Artists should push the standard parameters of materials and site becoming a catalyst for creativity and innovative problem solving; landscape architects should interpret their task as an opportunity to treat vegetation in the sub-tropics not as accessory but as an intrinsic part of the overall design recognizing the environmental and climatic uniqueness of South Florida; historians should interpret the built and cultural heritage in a sympathetic and genuine design response which does not simply mimic existing structures but which instead carries its own design integrity.

Major infrastructure projects offer a singular, unique opportunity to shape (re-shape) and interpret large areas of our community; they offer the convenience of efficient transportation, they should also offer the opportunity to dream in concrete, draw in steel and paint in stucco to make a statement about who we are, and what we are in a positive way that says to residents and visitors we are like no other place.

**TRANSPORTATION AESTHETIC REVIEW COMMITTEE (TARC)**  
**Principles to Accompany Mission Statement**

All projects, in their presentation to TARC, shall address the following principles:

- v Set a new standard of design excellence.
- v Create a sense of place.
- v Manifest the image of the City.
- v Create public places whose value to the community increases over time.
- v Provide a source of community pride.
- v Make transportation projects friendly to commuters and communities.
- v Using good design and art, improve the appearance and safety of a facility, give vibrancy to public spaces, and make patrons feel welcome.
- v Utilize a true collaborative process in a team approach where artists, landscape architects, planners, historians, urban designers, local community representatives, as well as architects and engineers, can enlarge, enhance and enlighten the design process.
- v Humanize transportation projects.
- v Create projects which have an artistic vision and are practical, dynamic, playful.
- v Push standard parameters of materials and site.
- v Seek design continuity which relates to and harmonizes with built and natural landscapes.
- v Treat vegetation in the subtropics as an intrinsic part of the overall design, not as an accessory.
- v Interpret the built and cultural heritage in a sympathetic and genuine design response (without simply mimicking).